



## OVERSEAS NEWS

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## Regan hits out at Wall St over tax plan

By Reginald Dale, U.S. Editor, in Washington

MR DONALD REGAN, the U.S. Treasury Secretary, yesterday said he was confident that he could win President Ronald Reagan's support for his controversial plan to simplify the American tax system, unveiled last week.

He sharply criticised his former colleagues on Wall Street as "silly" for complaining about the plan before they knew its full details.

Mr Regan said that the second, more detailed volume of the plan, which would shift part of the tax burden from individuals to large sectors of big business, would be published today. Wall Street was "hip-shooting as usual" without having read part two, he said.

In an interview with ABC Television, Mr Regan also said defence spending would have to be "part of the package" of spending cuts on which Mr Reagan is to resume work today—despite vehement opposition from Mr Caspar Weinberger, the Defence Secretary. He stressed, however, that the President had made no final decision on defence cuts and would not consider them until he had looked at cutbacks or freezes in all the other programmes under review.

Mr Regan said that reducing the budget deficit through spending cuts would have to come first but he hoped the spending cuts and tax simplification could proceed at the same time on "two tracks".

Mr Dan Rostenkowski, Democratic chairman of the House ways and means committee which is responsible for initiating tax legislation, said Mr Regan's tax plan was "a giant step in the right direction."

## Duarte rejects rebel peace plan

By DAVID GARDNER IN MEXICO CITY

EL SALVADOR's peace process began with such fanfare and hope last month, it appears to have broken down before negotiations have even started, following President José Napoleon Duarte's categorical rejection of leftwing rebel proposals to end the five-year-old civil war.

Minutes after the second round of talks between Government representatives and insurgent leaders finished late on Friday, Mr Duarte described the rebels' posture as an "intransigent and insolent" saying they were only interested in dialogue for tactical reasons.

At a Press conference on Saturday, Mr Duarte described the rebels' position as an "intransigent and insolent" saying they were only interested in dialogue for tactical reasons.

At the same time, he made clear his own peace proposal, presented to rebel leaders at last month's meeting in the guerrilla stronghold of La Palma was not negotiable.

Mr Duarte's peace offer calls on the rebels to lay down their arms and agree to take part in the electoral process, after which they would be amnestied.

The Government, Mr Duarte says, would guarantee the Left's physical security and the right to organise.

The rebels took no part in either the 1982 election or the

poll which this year brought guerrillas have agreed to allow the free passage of all vehicles for 13 days from December 22.

Mr Duarte claims the rebels refused to consider the government's offer of a ceasefire. The rebels, who say their ceasefire proposal in La Palma was rejected, argue that the government was this time seeking a unilateral ceasefire from the guerrillas.

Although the joint communiqué from Friday's talks commits both sides to continuing the dialogue, no date for a new meeting was set.

The far right was yesterday jubilant at the outcome of the talks. Major Roberto D'Aubuisson, the far Right leader widely connected to the death squads, said Friday's broadcast by Mr Duarte and his delegation could easily have been made by his own Arena Party, provided "you blackened out the picture."

## Hussein in plea for Arab unity

By Tony Walker in Cairo

KING HUSSEIN of Jordan, making a spirited call for joint Arab action on Middle East peace, insisted yesterday that the Palestine Liberation Organisation must be included in any peace talks.

The King, in an address to Egypt's Parliament in which he criticised the Camp David accords of 1978 between Egypt and Israel, said Jordan could not replace the PLO as a representative of the Palestinian people.

King Hussein said Jordan had rejected "the Camp David accords" from the start because they had not dealt with the questions of the Israeli-occupied West Bank and Gaza Strip and had excluded the PLO as representatives of the Palestinians.

The King appeared to be speculating on whether his suggestion that Jordan act as the representative of the PLO in possible talks with the Israelis. Israel has steadfastly maintained that it will not deal with the PLO which it describes as a "terrorist organisation."

King Hussein is on a brief visit to Egypt for talks with President Mubarak, the Egyptian leader. His visit follows Jordan's announcement on September 25 that it was re-starting relations with Egypt after a five-year break.

Egypt and Jordan are making no secret of their interest in encouraging a renewed Middle East peace drive with the direct participation of the PLO under the leadership of Mr Yassir Arafat.

In Amman last week, the Palestine National Council, the Palestinians' Parliament-in-exile, authorised Mr Arafat to explore with Jordan a possible joint initiative towards peace in the Middle East.

King Hussein wants negotiations on a possible Palestinian "homeland" on the West Bank to take place under the auspices of the United Nations.

## Irish Central Bank in bid to minimise effect of strike

By BRENDAN KEENAN IN DUBLIN

MANAGERS in the Irish Central Bank, where over 300 staff are due to go on strike today, will concentrate on maintaining the value of the Irish pound in foreign exchange markets while the strike lasts.

The main effect of the strike on the public is likely to be a shortage of notes in circulation for Christmas. Normally, the amount of currency is increased by up to 10 per cent at this time of year and shoppers are being urged to use cheques and credit cards where possible.

The strike at the bank begins as Irish interest rates will go up by 2 per cent from the close of business today. The rise, against international trends, has been forced by heavy Government borrowing on the domestic market, as the Exchequer tries to keep foreign borrowing to this year's target of £640m (£642m).

There are fears that the strike could affect the gilt market where the Government

is expected to remain active to the end of the year. It is due to raise over £125m in the market this year, much of it in the last quarter. The bank acts as registrar of gilts.

One effect will be that owners of gilts will not receive dividends as they fall due but officials believe an effective market can be maintained.

The rise in interest rates brings the ordinary overdraft rate to 17.25 per cent. Rates for deposits under £25,000 are going up by only 1 per cent which should minimise the effect of mortgage rates.

The Department of Finance is making arrangements to ensure that foreign debt repayments are made as they fall due, a function normally carried out by the bank.

The striking workers, who are members of ASTMS, are seeking a 15 per cent pay rise but the bank has offered an increase within Government guidelines—no pay rise this year and 3 per cent next year.

## Moderates favoured for Grenada poll

By Caprice James in St George's

THE New National Party (NNP), a moderate coalition supported by the U.S. and several eastern Caribbean governments is favoured to win today's general election in Grenada.

Opinion polls indicate the NNP could win nine of the 15 seats, with others going to the Grenada United Labour Party or Sir Eric Gairy, the controversial former Prime Minister.

The Maurice Bishop Patriotic Movement is not expected to fare well. It is the remnant of the Socialist Party of Mr Maurice Bishop, disbanded in last year's coup which sparked off the invasion by forces of the U.S. and contingents from Caribbean governments. The Christian Democratic Labour Party has already cannned itself out, saying it wants to form the opposition.

Security has been strengthened for today's poll, for which 47,000 voters are eligible. Some 150 constables from neighbouring islands, mostly from Barbados, have joined the 250 U.S. troops and 250 Caribbean troops and police already on the island.

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## OVERSEAS NEWS

**Sri Lanka extends curfew to curb violence**

By Mervyn de Silva in Colombo and K. K. Sharma in New Delhi

**THE SRI LANKA** Government yesterday extended the curfew in the northern part of the island following the escalation of fighting between its security forces and Tamil separatist guerrillas.

Mr Wickram Weerasinghe, a Government official, however, corrected earlier reports that 57 people had been killed Saturday morning in attacks by guerrillas—allegedly based in Madras, India—on two fishing villages, Nyaru and Kokilai. He said 11 had been killed and 13 injured.

The attack on the fishing villages followed Friday's massacre of 65 rehabilitated prisoners working as settler farmers on two agricultural projects. The Sinhalese army claimed it had killed over 80 rebels and arrested 30 suspects in a counter-attack.

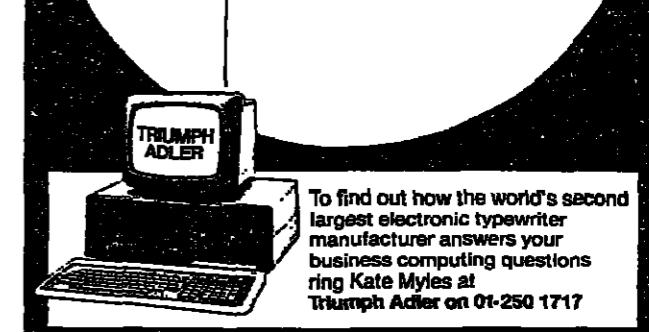
On Saturday night, the Government reported yesterday, Tamil rebels made another attempt to land near Mannar on the north-eastern coast. The navy destroyed six out of eight boats, the Government claimed.

A curfew lasting from 5 pm to 6 pm was imposed on five north-western towns which have only a small Tamil population. The fishermen who died in the raids of Nyaru and Kokilai are thought to have had families in these towns and the Government may have feared reprisals.

Security measures announced last week included declaration of the entire northern coastline as a "prohibited area" to all boats. In addition, the Jaffna peninsula was declared a "security zone." Movement to and from the zone has been restricted to those with special permits.

The Indian Government reacted angrily to allegations by Mr Lalith Athulathmudali, the Sri Lanka Minister of National Security, that Tamil militants had mounted an armed "invasion" of the northern parts of the island from bases in South India.

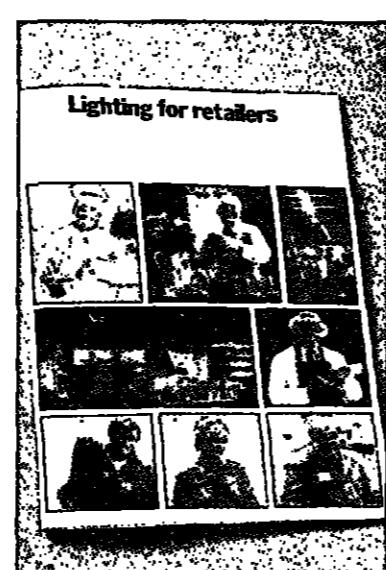
The Indian External Affairs Ministry said the allegations were "totally without basis and we are shocked that a war psychosis is being built up. There is no question of invasion from any part of India."

**Michael Thompson-Noel looks at Labor's prospects after its setback at the polls****Hawke the victor, but with clipped wings****His wings clipped by a mix-up over voting procedures, Mr Bob Hawke, the Australian Prime Minister, seemed chastened and grave yesterday following a general election win on Saturday in which his Labor Government reaped a far smaller majority than generally anticipated.****The damage to Mr Hawke's prestige was reflected in a comment at 5.51 pm on Saturday night—less than three hours after the polling booths closed—by Mr Bill Hayden, the man Mr Hawke defeated in Labor's leadership in February 1983, who now serves as Foreign Minister.****Mr Hayden, having an impish sense of timing, spoke of Mr Hawke, he said: "The driving dog is going to win again but he looks a bit clapped out this time. We've been taught a lesson, something's gone wrong. We'd better find the reason for it."****Mr Hayden was commanding****voting papers, Mr Hawke is reckoned to have suffered for changes in Australia's already-complicated ballot system, which led to a record number of disqualified votes—many of them Labor's—that helped cost Mr Hawke the near-landslide win Labor had expected.****Instead of a majority of about 40 seats in the enlarged, 149-seat House of Representatives, Mr Hawke's majority will be around 16.****At once, Labor's opponents were celebrating. Mr Hawke's damaged credibility. Mr Andrew Peacock, whose authority as Liberal Party leader was enhanced by the campaign, said he would win the next election.****His coalition partner, Mr Ian Sinclair, leader of the rural-based National Party, which gained from the election, was "delighted the goods" over its new term. He says he will serve a full three years.****"Let's get it straight," said the Prime Minister. "We've won, and won with a comfortable working majority."****Whatever the political embarrassment caused by the weekend's events, Mr Hawke's appeal as the non-partisan****architect of "national reconciliation" may be largely undamaged.****Labor will continue on its right-wing tack, and with its pay and prices accord with the trades unions, which forms the bedrock of its success and health standards.****In regional terms, Mr Hawke will seek to build on good relations with Japan, the U.S. and China, and to encourage much stronger ties with the ASEAN bloc, which despite its proximity takes less than 3 per cent of its imports from Australia.****In national terms, Mr Hawke will be halfed, employment boosted, business confidence bolstered, and industrial harmony restored.****Mr Hawke's challenge is to demonstrate that Labor's accord with the unions can be made to stick.****During the campaign, Labor pledged that over the next three years, Federal tax revenue and the Federal budget deficit would not rise as a proportion of Gross Domestic Product, and that Government expenditure growth would not exceed the growth rate of the economy, which is expected to be a little****over 4 per cent in 1984-85.****Labor has also vowed to chop back excess business legislation and regulation, to strengthen manufacturing industry, to overhaul the tax system, and to raise education and health standards.****In regional terms, Mr Hawke will seek to build on good relations with Japan, the U.S. and China, and to encourage much stronger ties with the ASEAN bloc, which despite its proximity takes less than 3 per cent of its imports from Australia.****At the start of his campaign, Mr Hawke claimed that Australians had acquired a new self-confidence and self-respect. Mr Hawke's own self-confidence will have been damaged by the election's outcome, and Labor's honeymoon is undoubtedly over.****But the initiative remains with Mr Hawke. His ambition of winning the next election and ruling until 1990 may well be realised.****Which world famous electronic typewriter manufacturer is also one of Europe's leading computer companies?****TRIUMPH ADLER****To find out how the world's second largest electronic typewriter manufacturer answers your business computing questions ring Kate Myles at Triumph Adler on 01-250 1717****TA-World Leaders in Office Communication****Zia offers himself for re-election in referendum**

BY MOHAMMAD AFTAB IN ISLAMABAD

**PAKISTAN'S** President Gen Mohammed Zia ul Haq, in a surprise announcement earlier this weekend, offered himself to be re-elected for a five-year term after more than seven years of his rule. There will be no other candidate.**The unprecedented election will come through a referendum the first to be held on any issue in Pakistan since it gained independence from the British in 1947.****Parliamentary elections are once again pushed into the background, which may mean further political simmering in a nation where all political parties and activities are banned under martial law.****The referendum will link the vote to his programme of Islamising the society, economy, law and judicial system.****Gen Zia said if the estimated 35m voters who will be eligible to participate in the referendum vote "yes" it would automatically mean that war confidence in him, his policies, and his government.****The president has previously been elected through a referendum or a direct vote. The constitution provides for the election through a college comprising****Singapore sets date for poll****By Chris Sherwell in Singapore**  
**MR LEE KUAN YEW, Prime Minister of Singapore for the past 15 years, will seek a seventh term as prime minister in a general election called yesterday for Saturday December 22.****The election, which has long been expected, is seen by Singapore ministers as a watershed: senior ministers are standing down and 26 new candidates are standing for the ruling People's Action Party, including Brig Gen Lee Hsien Loong, Mr Lee's elder son.****The result is not on doubt. But 20 to 25 per cent of the electorate routinely vote against the PAP and attention will focus on this percentage, following a number of controversial government measures taken over the past year.****A total of 75 seats will be contested, four more than in the 1980 election. Another three "non-constituency" seats will be allotted to the three best losers in the event of a PAP clean sweep. The ruling party holds all but one of the present 75 parliamentary seats.****The sole opposition MP is Mr Ben Jayaraman of the Workers Party, who won a by-election in 1981.****from DEC. 1st****SHORT TERM DEPOSIT FOR EUROYEN****Starting December 1st one of the advances in the growing internationalisation of the Japanese yen will be occurring in London when Yamaichi will be authorised to sell from its London office for the first time short-term negotiable Euroyen CDs.****From this date Yamaichi will add Euroyen CDs to its market-making capability in Japanese****Treasury Bills and Gensaki. The CDs will be from all Japanese banks and other major banks worldwide; the interest rate will be based on the London Inter Bank Bid Rate which is at present considerably higher than the interest rate for notice deposits; and the instrument will be offered every day and at every maturity up to six months.****Euroyen CDs will be of****particular interest to all those involved in the management of short-term funds as well as the temporary management of surplus funds.****To take advantage of this new deposit facility, please contact Yamaichi's Japanese yen desk and speak to Mr Kimura, Mr Egashira, Mr Kitajima, Mr Takata, Mr Hartley or Mr Simpson.****YAMAICHI**

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The need may be the fundamental one of trading when daylight is inadequate, or the more difficult one of defining a corporate image that will instantly register with the shopper.****Whatever the ultimate aim, all these traders have one thing in common—they wish to use energy as effectively as possible, not just to minimise cost but to get the best return on their expenditure. A****new publication, "LIGHTING FOR RETAILERS," will help them do just that.****"LIGHTING FOR RETAILERS" explains, in simple terms, the fundamental aspects of vision that must be satisfied if customers are to be able to see quickly and accurately. It discusses the effects of contrast and colour on the appearance of goods and how these may be used to best advantage. It is, however, no use knowing what to achieve without knowing how to achieve it. So this new publication deals with the design of luminaires and the most widely used methods of optical control to direct light where it is wanted, without waste.****There is also a brief survey of commonly available light sources with indication of their colour characteristics and efficacy. Brief, because lamp development is proceeding at such a pace that it is almost impossible to present a comprehensive review without it being quickly out of date. Manufacturers should be consulted for the latest data.****The new Electricity Council booklet on energy-efficient lighting for retailers.****Aimed at the person responsible for lighting decisions, be it either the owner-occupier or the specialist display staff, "LIGHTING FOR RETAILERS" is essential reading if lighting energy efficacy is to be maintained.****Tick box no. 1 for your copy.****Efficient heating and comfortable cooling.****It was back to the drawing board for Hubbard Engineering Limited when their old oil-fired boiler proved too expensive and inefficient to run.****Their two-storey office building at Oteley near Ipswich, had an inadequate heating system and, with no provision for cooling, the 488m<sup>2</sup> offices had an overheating problem in summer.****As engineers, Hubbards knew that an electric reverse cycle heat pump could cut running costs and improve heating efficiency. The capital cost of installing a heat pump****was slightly greater than that of a replacement for the oil-fired boiler system, but it had the major advantage of being able to heat and cool. The capital costs of an oil-fired system with additional cooling facilities would have been prohibitive.****They chose an easily-installed system which delivers hot water in winter and chilled water in summer through a two-pipe circuit to individual thermostatic controlled fan coil units in the offices.****The running costs for this electric heat pump system are proving most economical. By changing to an****electric heat pump, Hubbard****Why more and more businesses are warming to storage heating.****Electric storage heating has always had a reputation for safety, reliability, cleanliness, ease of installation and simplicity of operation.****The new generation of storage heaters, using low-cost, night-rate electricity, now offer businesses more control over running costs, too. Recent developments in automatic controls mean more efficiency and greater economy.****At the Laston House Hotel at Ilfracombe, for example, an outside weather sensor regulates the amount of heat stored in 20 slimline storage heaters. The need to adjust the heaters frequently by hand is eliminated and at the same time maximum economy in running costs is ensured. What is more, installing storage heaters entailed no structural interference at all to the hotel, a listed Georgian building.****As in any hotel, heat stored during the night is needed right through to the next evening. This is possible because the damper arrangement of modern storage heaters is capable of holding back a proportion of the heat and releasing it later in the day. That is how they maintain even, comfortable temperatures throughout the 24 hours.****In shops and offices, where heat is needed over a shorter period, a more flexible system is available for storage heaters which can vary the pattern of heat output during daytime working hours.****Where quicker response is required, Electricair warm-air units can be installed. Such was the case with Jempsons' Supermarket at Peasmarsh, East Sussex, a thriving family business that had undertaken an eight-year programme of phased expansion to treble the sales area of the store. Operation of the in-store Electricair units is completely automatic. An outdoor weather sensor adjusts the amount of heat stored, which is then discharged during the day from each heater under individual****thermostat control. With the heating load transferred to a low-cost overnight supply, the store's additional requirement for electric baking could be met without any increase in maximum demand.****Modern electric storage heating systems provide an energy-efficient solution to a wide range of heating needs, and their users agree they are unobtrusive, easy to install, and good to look at.****Yet the one benefit that has pleased users more than has been the economic running costs provided by low-cost, night-rate****electricity.****As John Ede, head of projects at ICI's Stowmarket factory, says about the warm air storage heating system installed in the company's new indoor bowling green: "Even in the coldest weather the heating maintains comfortable temperatures all the time the building is in use. And at the same time the running costs are very reasonable. In practice they have worked out even below the level originally projected by the Electricity Board."****For more information tick box no. 3.****Please send me copies of leaflets/information on the following topics.****Please tick as appropriate (UK only).** **1. Lighting for retailers** **2. Heat Pumps** **3. Electric Storage Heating****Please send the coupon to:****Electricity Publications,****PO Box 2, Central Way,****Feltham, Middlesex****TW14 0TG.****C1163****PLAN ELECTRIC****The Electricity Council, England and Wales.**

## WORLD TRADE NEWS

### Rundown of 1.4m b/d forecast in last quarter's oil stocks

By RICHARD JOHNS

THE rundown of commercial oil stocks in the last quarter of this year worldwide is likely to be about 1.4m barrels a day, according to preliminary estimates by the International Energy Agency.

The IEA argued that, following little or no change in the level during October, the rate for November was 1.5m b/d. That would imply a further reduction of up to 2.1m b/d in December.

Its calculations contrast with the figure of 3 to 4m b/d given by Sheikh Yamani, Saudi Minister of Oil, last week, evidently referring to the rate since the beginning of last month when the Organization of Petroleum Exporting Countries cut its production ceiling to 16m.

He accused the companies of "playing a dangerous game" and implicitly blamed their stock policies on the continued crumbling of oil prices.

The industry acknowledges that it has been drawing down heavily on stocks. For instance, Mr David Welshman, treasurer of Royal Dutch Petroleum (60 per cent owner of the Shell group), told analysts in Los Angeles last week that the level of the industry down to 16m b/d had been maintained.

Shell declined to give its estimate of the extent of the reduction. But one major oil company put it at 1.2m b/d for the month of November and another at 1.6m b/d. Both regard Sheikh Yamani's figure as having been pitched too high as an explanation for Opec's

FRANCE IS expected to lend Iraq about FFr 900m (£75m) and Italy perhaps double that amount to two pipelines linking Iraqi oil fields to Saudi Arabia's Red Sea port of Yanbu, says a French trade official, Reuter reports from Paris.

Iraq has suffered a sharp cut in oil exports as a result of its four-year war with Iran. The two pipelines, begun last month and due to be completed in 11 months, will add 1.6m b/d to Iraq's oil exports.

failure so far to firm up the market.

Sheikh Yamani's estimate could be seen as arithmetically plausible as a deduction from projections of demand and also from the assumption of Opec output running at just under 16.5m b/d in November. In

the event consumption may have been far lower than generally expected with mild weather persisting and a continuing change in the old pattern of seasonal demand.

It is understood, meanwhile, that the Soviet Union last week imposed a "force majeure" on supplies to Neste Oy, the state-owned Finnish company. Other significant buyers of Soviet crude have not been affected by lower Soviet availability, apparently because of higher domestic consumption, but the volumes being sold on the spot market have been reduced, according to one regular buyer.

### World Economic Indicators

#### INDUSTRIAL PRODUCTION (1975 = 100)

% change over previous year

	Oct '84	Sep '84	Aug '84	Oct '83	% change over previous year
U.S.*	165.2	165.2	166.1	155.0	+6.6
W. Germany	116.2	118.3	107.4	116.0	+8.2
France	116.0	117.7	114.0	114.0	+1.7
Italy	126.5	125.9	119.7	118.0	+7.2
Netherlands	117.0	116.5	114.5	109.3	+7.0
UK†	100.8	99.5	99.4	102.4	-1.8
Japan‡	116.9	118.3	117.2	107.5	+8.7

\* 1967 = 100. † 1980 = 100.

Source (except U.S., UK, Japan): Eurostat

### GM enters £100m joint venture in Mexico

By William Orme in Mexico

GENERAL MOTORS of the U.S. is entering into a US\$100m (£83m) joint production venture with Mexico's state-owned bus and lorry manufacturer, the two companies have announced here.

Diesel Nacional SA, a Government-controlled group known commercially as Dina, will own 60 per cent of the equity in the joint venture. GM will control the remaining 40 per cent of the enterprise and will manage its international marketing operations, company representatives said.

GM is investing about \$40m

in the venture, while Dina is providing the equivalent of \$60m currently under-utilised assembly installations, said Sr Joaquin Vasquez Manzano, a Dina official.

By 1987, the jointly-owned firm is expected to be producing some 50,000 vehicles yearly, mostly for the U.S. market, with annual export earnings projected at US\$400m to US\$500m.

Mexico's foreign investment laws restrict domestic sales in manufacturing of heavy diesel-powered vehicles to firms controlled by Mexican capital. GM's participation of a minor equity share in a new manufacturing venture here "demonstrates with facts that (Mexico's) foreign investment policy, far from being an obstacle to the participation of that capital, provides security and confirms the existence of the proper climate" for international investment, said Sr Hector Hernandez, the Mexican Commerce and Industry Minister.

The GM-Dina venture, which will necessitate the expansion of Dina's manufacturing facilities in Mexico's Ciudad Sahagun north-eastern industrial district, will employ some 10,000 assembly workers.

Terry Doherty in New York adds: GM has had manufacturing facilities in Mexico since 1985 through its wholly-owned subsidiary GM de Mexico, which does not fall under the new minority ownership rules for foreign companies. Its main investments are concentrated in three assembly

plants for trucks, cars and engines in Mexico City, Toluca and Ramos Arizpe, although it also has about 10 small component facilities grouped near the U.S. border making parts for export to the U.S.

Christian Tyler on the U.S.'s campaign to free trade in services

### Fighting to dismantle the barriers

FOR ABOUT three years the U.S. Administration has been trying to get the world to take seriously what it regards as the trade policy of the 1980s and beyond: services, high technology and overseas investment.

Last week its negotiators scored a limited tactical victory at the annual meeting in Geneva of the General Agreement on Tariffs and Trade (GATT).

Against stubborn opposition from a suspicious Third World, they succeeded after seven days of procedural wrangling in accelerating the research into ways of dismantling barriers to trade in invisibles.

Now, London and Hong Kong may allow foreign banks to operate freely but many countries limit them severely.

Service industries account for about 70 per cent of employment in the U.S. and are soaking up most of the growth due to the labour market. The rate is similar in the UK, which relies heavily on the export of services to balance its trade deficit in food and manufactured goods.

Cross-border transactions in

banking, insurance, telecommunication and technology communications and tourism spending are estimated to be worth \$500bn (\$116bn) a year. But analysis of the trade is fraught with difficulties and statistical difficulty.

For example, the global trading account shows a \$100bn "deficit" almost certainly the result of under recording of invisibles. And there is the further complication of distinguishing between overseas sales and barriers to the right of establishment in foreign markets.

No, London and Hong Kong may allow foreign banks to operate freely but many countries limit them severely.

There are still few explorers in this labyrinth. Work is being done by a handful of economists at the OECD, the IMF and the European Commission. Work is also starting informally in the Gatt using raw materials provided so far by only eight goods.

Even within the EEC—and

despite the requirements of the Treaty of Rome—many governments guard their domestic service industries jealously.

U.S. researchers claim that, especially in the telecommunications field, the barriers are rapidly multiplying.

Personal privacy, national security and commercial protection are invoked by governments to justify the exclusion or close control of foreign entities. In Third World countries local presence often under local control, is becoming obligatory for any company manufacturing or service—that wishes to sell in the market.

Even in the industrialised world there are restrictions on the deployment of personnel. Professional qualification earned in one country is not necessarily acceptable to another.

The U.S. campaign is motivated not just by free market ideology and national self interest. The Administration is being pushed by a powerful

lobby, the coalition of service industries, led by American Express, Ameri with hundreds of other firms of various sizes to register daily, complains that it is at the mercy of national telecommunications organisations who, it claims, charge discriminatory prices for use of their telephone lines.

In the UK which has given broad governmental support to the U.S. on this issue, the City of London has its own lobby, the Liberalisation of Trade in Services Committee (Lotis).

The Japanese have also declared their support for free trade negotiations of services.

But elsewhere the response has been lukewarm at best even in Western Europe.

The process started last week is a very modest beginning. There is a lot more academic and diplomatic work to be done before barriers to trade in services can be removed.

The Gatt using raw materials provided so far by only eight

### SHIPPING REPORT

### Japan helps big tankers make a comeback

By Andrew Fisher, Shipping Correspondent

THE BIG ships started to come into their own again on the tanker market last week. Six vessels above 200,000 dwt, weight tonnage, were reported as having been fixed from the Gulf, four of them for Japan.

The largest was the Minotaur, a ULCC (ultra large crude carrier) of 365,000 dwt capacity, which was chartered to take a part cargo of \$30,000 tons of oil from Kharb Island in Iran to the Red Sea.

The process started last week is a very modest beginning. There is a lot more academic and diplomatic work to be done before barriers to trade in services can be removed.

Two other VLCCs, World Dignity and Japan Aster, were fixed at around the same rate from southerly Gulf ports. But a 10 point premium at Worldscale 37 was obtained for Harmony Venture to Japan from the more hazardous Kharb terminal.

Two tankers featured on last week's sale and purchase market. One was a 10-year-old VLCC of 232,400 dwt, the Swedish-built Kain Knudsen under the Norwegian flag. She went to Conoco for a reported \$7.5m, said Gabriel's. The much smaller Octavia, 34,500 dwt, was sold to Norwegian buyers for about \$10.5m. She is only three years old, also built in Sweden, and flying the Swedish flag.

Among the larger sized tankers, Opec's attempts to hold prices by squeezing output could cut demand in the shipping market, according to Drybulw Shipping Consultants. Fourth-quarter tanker demand would be only 139m dwt if Opec stuck to its reduced 16m-barrels-a-day target.

This would compare with 147m dwt if Opec reached the old 17.5m-barrel ceiling set in March 1982, or 156m dwt at 15m barrels.

Iran oil exports rise IRANIAN oil exports have risen to nearly 2m barrels per day and could rise higher as Iran tries to make up a shortfall in foreign exchange earnings, diplomats said. Reuter reports from Tehran.

### Steel row confused by sense of betrayal

BY NANCY DUNNE IN WASHINGTON

THE LONG-SIMMERING U.S.-EEC dispute over steel pipes and tubes has left both sides

boiling this week with righteous indignation following a U.S.-instituted temporary ban on imports.

Viscount Etienne Davignon, the EEC Commissioner for industry, announced his "dismay" following last week's U.S. decision. He is quoted as saying: "The U.S. says it rejects protectionism, but actions like this show they don't stick to their commitments."

This echoes precisely what U.S. officials are saying about the Community. They feel betrayed about the centre-piece of the dispute—a 1982 pipes and tubes import "understanding" which now seems rather to be a misunderstanding.

U.S. officials say they regarded the 1982 pact as a "serious commitment" under which there were to be regular consultations in the event of problems. They say it was worded vaguely because of political problems within the Community.

The "understanding" embodied in an EEC letter, written to Mr Malcolm Baldridge, the

Judge of the U.S. Court of International Trade refused on Friday to lift the embargo on imports of European steel pipe and tube imposed by the U.S. Administration, reports AP from New York. The American Institute for Imported Steel, a trade group

for steel importers, sought a temporary restraining order to lift the prohibition that took effect at midnight Thursday.

However, Judge Dominick DeCarlo said prospects of overturning the embargo are so slim that a restraining order was not justified.

Commerce Secretary, by wish of the U.S. to avoid diversion of steel products towards pipes and tubes and gives its opinion that such exports will not exceed 5.9 per cent of the U.S. market. It agrees that, in case of a distortion of the pattern of U.S. trade within the pipe and tube sector, consultation will take place.

EEC officials now say that the pact was a "forecast" and a commitment to try to limit exports to 5.9 per cent of the U.S. market.

Imports declined immediately after the letter's appearance but then surged dramatically this year to over 14 per cent of the U.S. market. Informal talks to resolve the new problem began in late 1983. But headway was only made when a

U.S. embargo on pipes and tubes was threatened, and Mr Brock, the U.S. trade representative met Viscount Davignon, and the mandate agreed by the EEC ministers.

However, the Viscount insisted that the council gave "a full OK" to the proposed 7.6 per cent agreement "not changing a single comma" of what had been the weekend's talks.

While the two disputants are worried about the dangers ahead in mutual trade relations, express the desire for a peaceful settlement both are maintaining touch stones.

The EEC is looking at a list of U.S. products for retaliation, which may bring about further bitterness. U.S. producers of oil industry tubular goods are threatening to file unfair trade cases against the Community to extend the temporary embargo into next year on the grounds of huge inventory build-ups as a result of the import surge.

The failure on the two sides to agree even on what was once agreed upon, bodes ill for the tough round of trade talks that will be needed to resolve this latest impasse.

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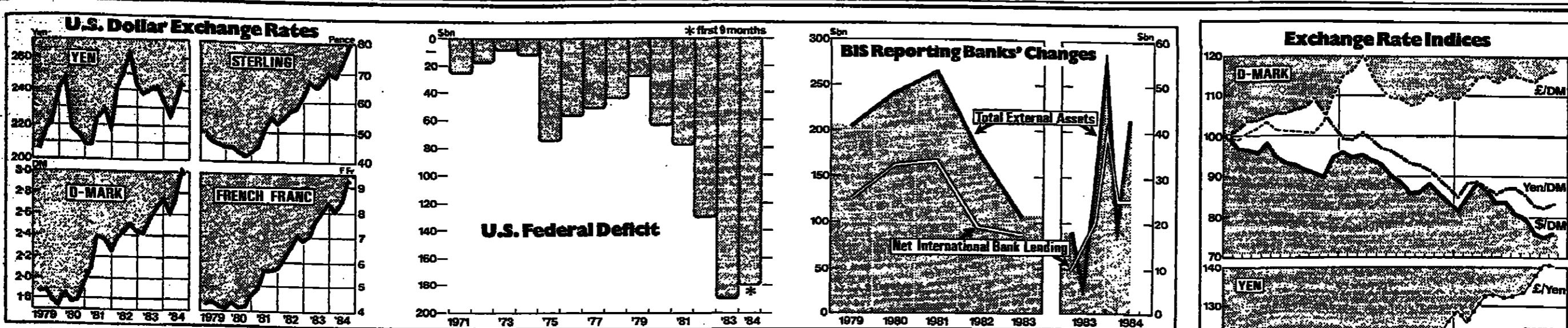
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## STATISTICAL TRENDS: CURRENCIES



## Dollar establishes enduring dominance

THE U.S. DOLLAR continues to dominate the world's currencies despite long-standing predictions of a retreat from its record run, which since the beginning of 1981 has brought an appreciation against sterling of 100 per cent and against the Deutsche mark of 50 per cent.

The yen has suffered less, falling in value by around 20 per cent over the same period, and by only 6 per cent in the year to October.

Meanwhile the U.S. current account deficit has grown dramatically to an estimated \$100bn this year, and the federal budget deficit has climbed to an estimated \$200bn plus. Neither seems set to fall in 1985.

The deterioration in the U.S. invisibles account has been particularly sharp, with the surplus dropping to its lowest level for 10 years in the second quarter of 1984. Bigger payments of interest, profits and dividends abroad—arising from increased foreign investment in the U.S.—would suggest that there will be further deterioration. The trade account should benefit from a slowdown of U.S. growth.

relative to other industrial countries, though this will not completely offset its lack of competitiveness.

The U.S. inflation differentials with West Germany and Japan have narrowed considerably, down to about 2 per cent in each case.

The rise in inflation in the U.S. expected as a result of the growth surge has so far been modest, and has therefore not exerted a downward pull on the dollar.

The dollar's strength has been based partly on high interest

rates attracting foreign capital flows, particularly into the bond market. Much of this investment has come from Japan.

The dollar has also been supported by the substantial fall in international bank lending, leading to a shortage of dollars in the foreign exchange markets. Overseas lending by U.S. banks moved from \$45bn in 1982 to a net repayment of \$24bn in 1983. The first six months of 1984 show a net repayment of \$8bn, but this hides a sharp rise in the second quarter in both inflows and overseas lending.

Capital outflows from Japan were particularly large in the

summer, and mostly in the form of portfolio investment rather than banking flows.

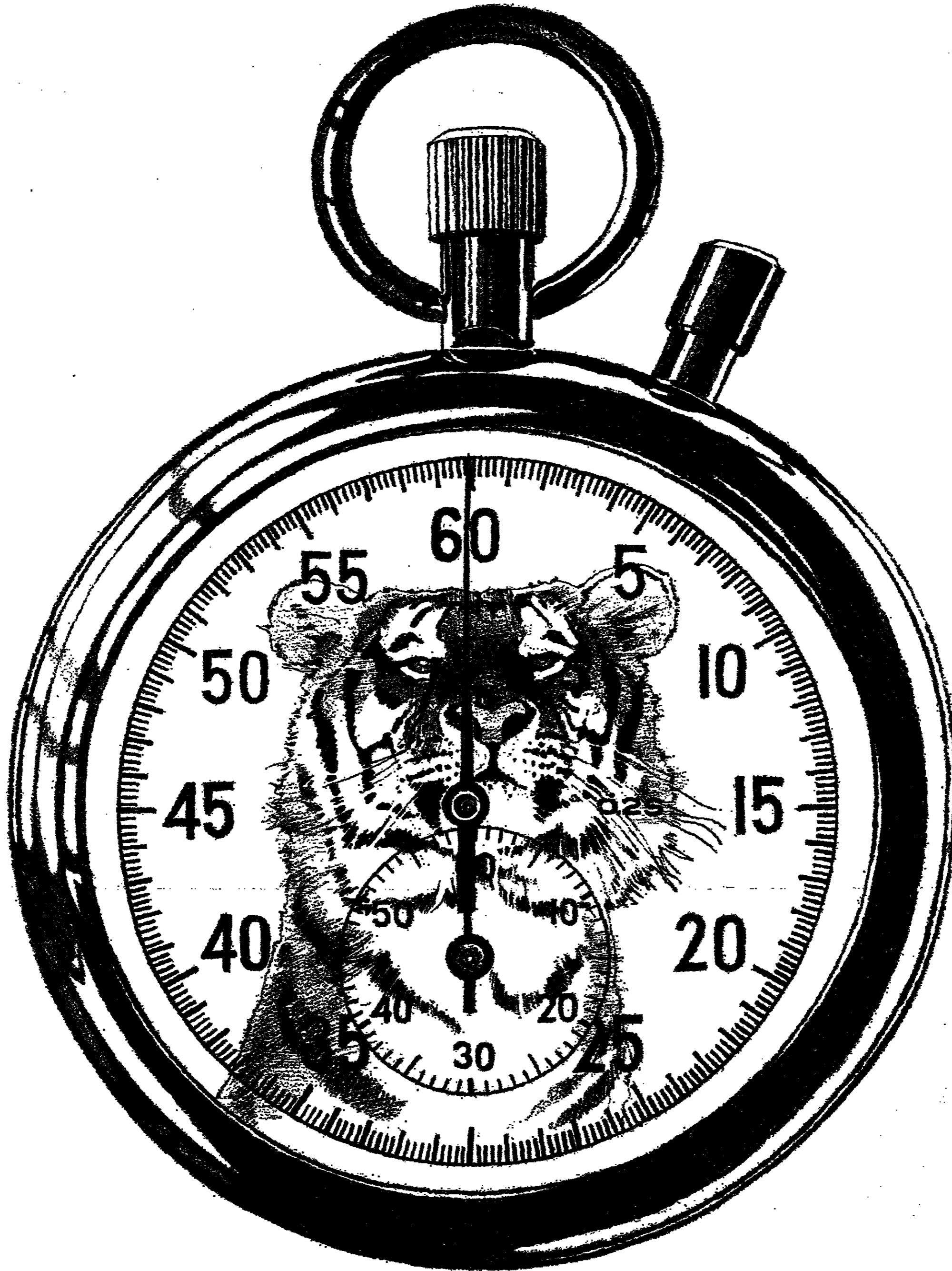
Japanese investors were attracted by the high yields offered by dollar-denominated bonds. Since then, there has been some slackening of outflows, and a rise of foreign investment capital in Japan. The strength of the yen has been based on the external surplus achieved this year, which has been related to the boom in the U.S. economy. If the U.S. growth rate does not rebound from the third quarter's 1.9 per cent figure, the yen could suffer.

year to October has given attractive returns to European investors because of the strong dollar. However, the greatest returns were in Japan with the combination of a strong market and a strong yen.

The current account deficit may prove more difficult to finance in 1985, and with U.S. banks renewing their overseas lending they may not invest as heavily in Treasury securities as they did last year. U.S. economic growth in real terms next year could be around the level of that forecast for the UK and West Germany at 2½ to 3 per cent.

Source: OECD/Phillips & Drew

Source: Wood Mackenzie



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## THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

FOR THE past four years Ian McKinlay and his colleagues, all skilled workers, have been battling to get their bosses to replace three bits of equipment vital to their job. Total cost: just over £30,000. Yet the section of the organisation for which they work has an annual revenue budget of over £7m.

The reason for their fight is that their machines have virtually worn out. Though still operable they have been completely out of service for periods totalling three weeks since July. To keep just one of them going has cost £1,500 so far this year—and the money for this has come out of some one else's departmental budget.

The problem is that McKinlay's employers admit to knowing nothing about efficient cash management. In fact, the only budgeting the organisation does is to try to work within a strict cash limit with small functional groups of employees putting their case for a slice of the cake.

In the real commercial world this approach would, they concede, provide a one-way ticket to the bankruptcy courts. But their business has nothing whatsoever to do with profit and loss accounts and dividends.

McKinlay is a consultant neurologist at the 200-bed Booth Hall Children's Hospital in Manchester, run by the National Health Service, and into which the Government is trying to inject an element of professional management.

With a payroll of more than 800,000 employees and a total revenue budget of £9bn, the NHS is effectively Europe's largest business entity with an equally large reputation for managerial inefficiency.

In February last year the Government appointed Roy Griffiths, deputy chairman and managing director of the supermarket group, J. Sainsbury, to investigate the NHS's management structure and systems. One of his recommendations was the introduction of so-called management budgets, a prescription which little Booth Hall intends to carry out in novel form just as soon as it gets the go-ahead, possibly early next year.

Along with about a dozen other hospitals across the country, Booth Hall has just completed a pilot project which it hopes will streamline its present nondescript budgeting system and, in the process, solve McKinlay's problems concerning the replacement of vital medical and surgical equipment.

Generally, the object of the pilot projects has been to design systems which involve doctors more directly in the budgeting process. The theory is that doctors are ultimately responsible for much of the expenditure in a hospital, so they should be made more accountable for it.

Against this background a debate has arisen over whether doctors should get involved in cash-related management decisions and the extent to which commercial principles are valid within the NHS.

Part from this, the pilot projects have largely concentrated on techniques to impose recording systems so that doctors can receive reliable information concerning the expenditure for which they are responsible.

Thus, when these figures look as if they are going to exceed their pre-fixed limit, ways can be considered of cutting back.

In strict commercial terms, these budgeting systems would get no prizes for sophistication or flexibility. They merely pro-

vide a crude, albeit valuable, tool to measure historical costs.

In adopting a different approach Booth Hall has concentrated on developing a computerised management system to calculate a standard cost for a representative patient, against which the actual cost can be measured, rather than just refining the hospital's recording systems.

Booth Hall believes that the budgeting exercise becomes more effective when the yardstick is realistic rather than arbitrary—as in the case of the "top-down" cash position.

The system, they claim, is also flexible enough to allow for several other refinements.

It can, for example, allow doctors to plan ahead, they say.

Future budgets can be accurately calculated to take account of any predicted changes in patient numbers as

to individual districts. A region has between eight and 22 districts. Like the DHSS, regional authorities base their allocations on precedent and population, but also take into account any major capital outlays and projects such as building existing.

Once the funds reach district level budgets are once again mainly influenced by historical allocations. But also taken into account are inflation, wage awards and such factors as building maintenance and changes in patterns of health care.

At this level, an increased allocation to one functional group would generally have to be offset elsewhere. Equally, an overspend by any group would generally lead to a deduction in the following year's budget.

It is generally accepted that

a result of such factors as changing lifestyles and Government policy decisions.

In addition, it can be used rapidly to assess the cost implications of a change in treatment patterns—a not infrequent occurrence at a teaching hospital in the forefront of medical science.

Booth Hall has devised the system with the help of management consultants Deloitte Haskins & Sells. Dennis Sherwood, a Deloitte partner and the main architect of the scheme, says that the main object of the budgeting system was to influence the behaviour of doctors, so that when there was an adverse variance to deal with, the individual was motivated to do something about it.

"To ensure this happens, a budget holder must be ini-



Gordon Greenshields (centre), general manager of the North Western Regional Health Authority has a budget of £360m. doctors Tim David (left) and Ian McKinlay will soon be involved in a system to decide how their unit's allocation is spent

## National Health Service

# Getting to grips with cash outflow

Arnold Kransdorff on steps being taken to budget within a major British bureaucracy

**BUDGETING** in the National Health Service is a crude, strongly influenced by national and local political forces and subject to the bargaining strengths of individual employee pressure groups at hospital level.

It revolves around a system of fixed allocations which percolate down from the Government to regional and district health authorities; they, in turn, pass on fixed sums to individual units such as hospitals and health centres.

Every autumn the Government decides on its allocation for the Department of Health and Social Security.

Once the DHSS has this, it splits it up among its 14 health regions in England and Wales. Scotland and Ulster are funded separately.

Then, each regional authority in turn makes allocations

much needs to be done to improve the quality of budgeting within the NHS.

Gordon Greenshields, who is general manager of the North Western Regional Health Authority is responsible for a budget of around £360m in 19 districts, says that functional decision-making is too often taken at too high a level.

"Up to now we have managed despite the management structure, rather than because of it. The system has encouraged a behaviour pattern where few managers take any initiative or stick their necks out."

"Usually far too much consultation and decision-making is arrived at through consensus, usually coming about through default. We end up with decisions which emerge from the lowest level of

resistance. We do not necessarily get the best decision, rather the one most acceptable to the most people."

Greenshields is optimistic about the new management changes. "What we are looking for is accountability and responsibility from the bottom. We have a lot of good managers who have not really had a chance to be managers. With the shackles taken off, I would think that the NHS will be an efficiently managed organisation in five years' time."

He dismisses the argument that doctors should not get involved in management. "At the end of the day good management of resources will lead to more and better health care."

One of his managers one rung down the ladder is Mike Brown, administrator of North Manchester Health

District, who controls a budget of £18m to run six hospitals, two health centres and 14 community projects.

Brown is equally dismissive of the current management system. "We don't have a management system. It is purely a means of constraining expenditure on cash limits. As managers we have no means of knowing whether resources are being spent efficiently."

But at the level where much of the responsibility for budgeting will now rest—the doctors—a great deal of scepticism is attached to the new system, although there is widespread acceptance that the current procedures are highly unprofessional and in need of radical overhaul.

Dr John Keen, a consultant paediatrician, admits that the present budgeting system is inefficient. He welcomes the

new system but has reservations.

"Many of my colleagues feel that this is just another ploy to impose a financial ceiling. However it looks to be a more efficient way of going about things, provided we have access to all the information we need, and the other net current assets are grouped as a measure of liquidity; uses a series of examples—focusing mainly on IBM—to show how this approach can be used to plan strategies for growth and financing.

**Employee involvement.** J. Goodlad in Management Accounting (UK), May 84

Reports on the results of a survey of companies in the north west on the involvement of non-managerial employees in the budgeting and monitoring processes; relates this to legal requirements to report upon employee involvement—despite a desire to confirm finds the actual situation rather discouraging.

**Adapting products to local tastes.** J. S. Hill and R. Still in Harvard Business Review (U.S.), Mar/Apr 84

Reports on a survey of the ways in which multinationals adapt their products in transferring consumer goods to less-developed countries; analyses the adaptations in terms of mandatory changes (to fit local legislation), and voluntary changes (to meet the vagaries of local customs and market behaviour).

These abstracts are condensed from the abstracting journals published by Anbar Management Publications. Licensed copies of the original articles may be obtained at £3 each (including VAT and p & p; cash with order) from Anbar, PO Box 23, Wembley HA9 8DJ.

## HIGH STANDARDS

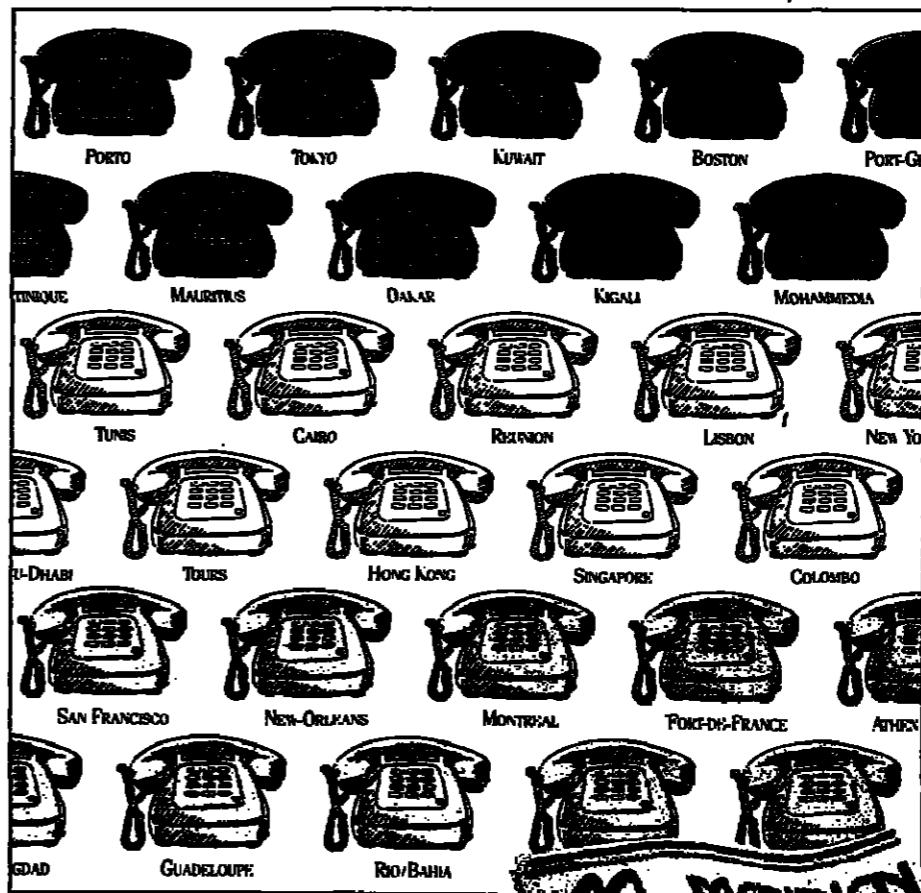
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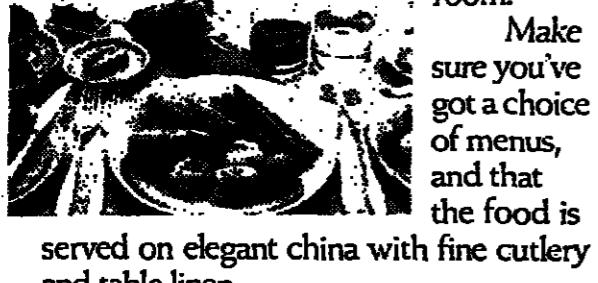
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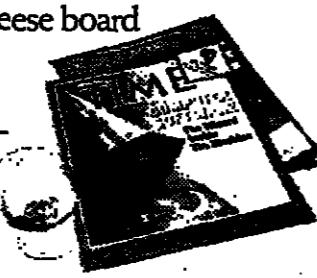
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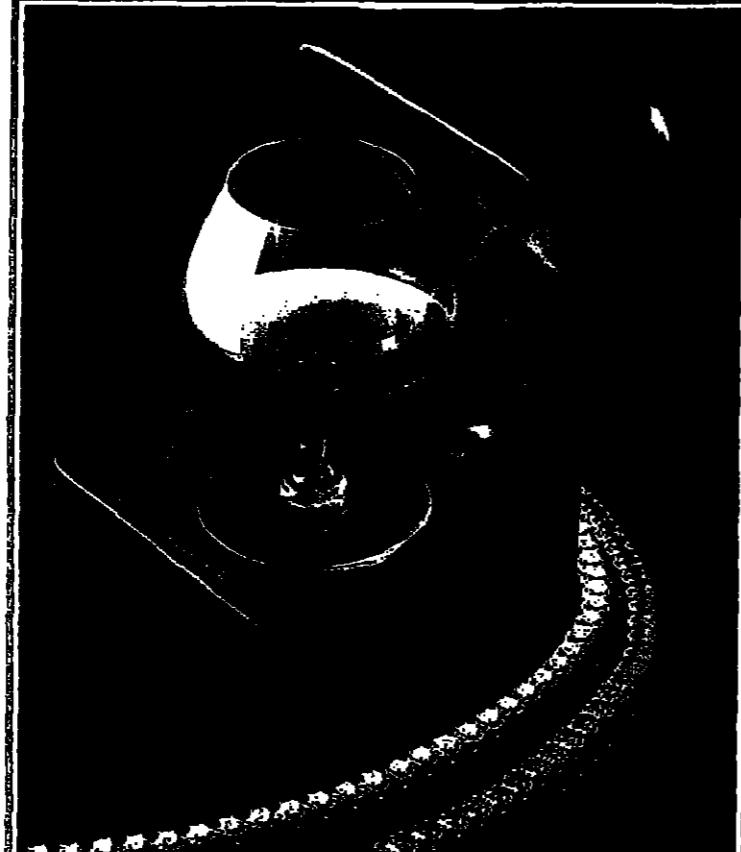
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## UK NEWS

### MINERS' UNION HAS £4.6m IN LUXEMBOURG BANK

## NUM receiver to demand funds

BY RAYMOND HUGHES, LAW COURTS CORRESPONDENT

MR HERBERT BREWER, the High Court-appointed receiver of the assets of the National Union of Miners, plans to go to Nobis-Finanz International, the Luxembourg bank this morning to take possession of the union's £4.63m of dollar bearer bonds being held by the bank.

He will be accompanied by some or all of the four partners in Price Waterhouse, the London chartered accountants appointed by the court to sequester the NUM's assets following its refusal to pay a £200,000 contempt of court fine. Mr Brewer was appointed by the court after the NUM refused to pay the fine.

Mr Brewer, solicitor, will produce the court's order making him the receiver of the "income, assets, property and effects" of the union. He will explain that he is the only person authorised to recover the funds, the union's three trustees - Mr Arthur Scargill, Mr Mick McGahey, and Mr Peter Heathfield - having been removed from office on the court's order.

Their removal automatically cancelled the authority of Mr Terence Cave, the NUM's head of administration, and Mr Stephen Hudson, its chief finance officer, in whose names the £4.63m is held in the Nobis account as nominees of the trustees.

Mr Brewer will also tell the bank that his duty is to hand the funds over to the sequestrators, whose authority from the court will also be available for the bank's inspection.

If that happened, he said, the trustees could renew their appeal.

The judges refused leave to appeal to the House of Lords, saying that if the trustees wanted to challenge their ruling they would have to seek leave from the Law Lords.

Petitions to leave to appeal to the Lords are normally heard on a Thursday.

The order removing the trustees and appointing the receiver, which is effective until another High

court hearing on Thursday, had been made on an application by 10 working miners.

Saturday's appeal was strongly resisted by their counsel, Mr David Oliver, and by counsel for the sequestrators, Mr Howard Page.

Mr Oliver said that the trustees had committed a series of deliberate, premeditated and flagrant contempts of court orders and had placed the union's funds in jeopardy.

Mr Page urged the court not to accept an undertaking offered by the trustees not to touch the Luxembourg account pending next Thursday's hearing. Given their past conduct it would be "nothing more than a mockery of these proceedings" if they were given more time to further their own interests.

Lord Justice Stephenson asked the trustees' counsel, Mr William Stubbs QC: "Have you got instructions to undertake to the court that your clients will obey all existing orders of the court and all future orders which the court may make against them?"

Mr Stubbs replied that he had not.

He urged the judges to allow the appeal. If they did not, the union's Sheffield headquarters would have to be handed over to the receiver, not a single telephone call could be made that involved the spending of union money and its 260 or so employees would not know if they would be paid next week.

He offered to strengthen the un-

dertaking the trustees had offered by sending a telex to Nobis-Finanz, giving an irrevocable order that the funds there should not be touched.

Alternatively, Mr Stubbs argued, if the receiver were to remain in the saddle it should only be in respect of the Luxembourg funds, the unfreezing of all but £250,000 of which by a Luxembourg court on Thursday on the union's application had precipitated the move for the immediate appointment of a receiver.

He pointed out that had they wished the trustees could have moved the funds out between court hearings but had not done so.

Giving judgment, Lord Justice Stephenson said that at first sight it seemed a drastic and unnecessary step to remove the trustees and appoint a receiver of all the union's assets, when all that was wanted was control over the Luxembourg funds. A partial receivership would be impractical, however, because it would leave the remaining assets in a vacuum.

The £4.63m in Luxembourg represents more than half the NUM's assets, about £1m of which have been transferred abroad in an attempt to avoid sequestration. The sequestrators have frozen £2.78m in a bank in Dublin, the fate of which will be decided at a Dublin High Court hearing on December 11.

A ruling is expected shortly from a Swiss court on the sequestrators' application for the freezing of £503,000 in EBC (Schweiz), a Zurich bank.

## Campaign aims to halt NHS drug cutbacks

Financial Times Reporter

UK PHARMACEUTICAL companies will spend about £250,000 (\$290,000) during the next 10 days on an intensive advertising campaign. It seeks to change the Government's mind about limiting the number of drugs available to National Health Service patients.

Through their trade association - the Association of the British Pharmaceutical Industry (ABPI) - the manufacturers will maintain that the proposed measures will create a two-tier national health service medicines plan under which the elderly, the poor and the young will receive second-class drugs for many conditions."

BY PETER RIDDELL, POLITICAL EDITOR

THE GOVERNMENT has apparently lost enthusiasm for plans to privatise parts of the national rail network. This follows its refusal to intervene in support of a private sector plan for taking over the 40-mile commuter line between Fenchurch Street Station, London, and Southend in Essex. Bregenzer Holdings, which had specialised in cleaning and similar contracts for local government and the National Health Service, had prepared, in conjunction with N.I. Rothschild, a feasibility study on the possibility of privatising the line.

This would have provided new services including block bookings of tickets by companies, refurbished

trains and, on board, video games, a library and newspapers.

This company has now told the Government that it has decided to shelve the project for the time being because the information provided by British Rail (BR) was insufficient.

Supporters of privatisation have drawn the inference that the Government is reluctant to press BR on the issue and they argue that BR's management is dragging its feet on privatisation, preferring to concentrate resources on electrification and improving productivity.

The official view, as reflected in a recent parliamentary answer by Mr David Mitchell, a junior transport

minister, is that the Government has told BR that it would "welcome proposals from it for more private sector finance and participation in railway services."

Mr Bob Reid, chairman of British Rail, predicts today that during his chairmanship BR will cut by one quarter the subsidy it receives from the taxpayer (currently an annual £822m) while improving services and embarking on a £2.2bn, five-year investment programme - the biggest for 25 years.

Both the Inter-City and freight businesses will move into profit, he says. Inter-City has a firm target to earn a profit of £34m by 1988-89.

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## UK NEWS

## Thorn EMI wins £15m contract from U.S. Army

BY BRIDGET BLOOM, DEFENCE CORRESPONDENT

THORN EMI Electronics has won a £15m contract from the U.S. Army in one of the biggest international projects in defence collaboration.

Thorn will participate with companies from the U.S., France and West Germany in the development of a new guided warhead for the multi-launch rocket system (MLRS) just beginning production under a four-nation agreement.

The contract for the new warhead is with the U.S. Army's missile command. It is worth \$95m to Martin Marietta of the U.S., Thomson Brandt of France and Daimler-Benz of West Germany, which with Thorn form a joint venture company, MDIT.

Work on the warhead will be carried out by a joint team from the four companies under the auspices of MDIT, working principally in the U.S. It is expected to take six to seven years to complete but is then expected to lead to multi-million-dollar contracts from the four nations.

## Brokers in joint venture for securities market

BY JOHN MOORE, CITY CORRESPONDENT

THE CHARLES FULTON group of international moneybrokers and Cantor Fitzgerald Securities, a U.S. Government securities broker in New York, are to act as brokers for U.S. Government securities in London from February of next year.

The two groups are also planning to operate an inter-dealer broking joint venture in the restructured market in British Government securities.

The new inter-dealing broking company - to be called Charles Fulton (IDB) - is to be initially capitalised with £5m and is planned to start operating in 1985 when the new gilt-edged market becomes operational.

Last month, Wedd Durlacher Mordaunt, the stockjobber, announced that it was selling its minority interest in Charles Fulton to the Fulton management following

the jobber's link with Barclays Bank.

Recently Enco International, the money broker and financial services group, revealed that it had tried to acquire Cantor Fitzgerald as part of its own attempts to set up an inter-dealing broking network.

Enco is now backing a new company founded by London stockbrokers specialising in the gilt-edged market.

The Charles Fulton inter-broker dealer is expected to be owned on a 50-50 basis with Cantor Fitzgerald, with the Fulton group holding the controlling interest.

Mr Bill Foy, 42, is to be managing director of the inter-dealer broker.

He established and managed the gilt-edged department at stockbroker Buckmaster & Moore. Two years ago Mr Foy joined Marine Midland Bank.

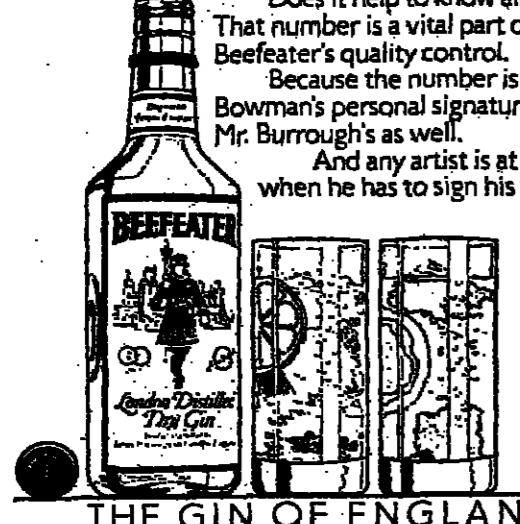
### BEING KNOWN AS A NUMBER CAN BE A VERY PERSONAL THING

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THE GIN OF ENGLAND

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Max Wilkinson reports on an FT analysis of recent economic forecasts

## Growth rate expected to ease

THE UK economy will grow by 3 per cent next year with the inflation rate held to about 5 per cent by the end of the year, according to an FT average of 21 recent forecasts, published today.

That is more pessimistic than the Treasury forecast in its autumn statement of 3½ per cent growth and 4½ per cent inflation, but the difference is within the margin of forecasting errors.

Most forecasters are expecting a slowdown in the underlying rate of growth of the economy next year, with about 1 percentage point of growth attributable to a 'bounce back' after the assumed end of the miners' strike.

The strike has had the effect of depressing growth by about 1 percentage point this year. In 1985, the general expectation is that consumer spending and exports will continue to rise at a respectable pace with some slowdown in the rate of increase of imports.

Most forecasters have become significantly more pessimistic about unemployment since the last survey of forecasts in June, but they are somewhat more optimistic on the whole about short-term prospects for inflation.

A summary of exchange-rate forecasts and assumptions, included in the FT table for the first time, suggests a general view that sterling will depreciate by about 2½ per cent between its average values

	FT AVERAGE OF FORECASTS		
	(Percentage change over 12 months at 1980 prices - unless otherwise stated)	1984	1985
Gross domestic product	2.2 (2.8)	2.0 (2.2)	
Consumer spending	2.0 (2.3)	2.0 (2.2)	
Imports	5.0 (5.7)	4.5 (4.7)	
Retail prices (4th qtr)	7.5 (8.5)	4.5 (4.2)	
Unemployment (adult m, 4th qtr)	5.0 (5.1)	5.1 (5.3)	
Balance of payments current account (Xm)	2.1 (2.0)	2.1 (2.0)	
Personal gross income, 2nd qtr	4.4 (4.6)	2.5 (2.4)	
Interest rates (3-months benchmark)	7.0 (7.5)	8.2 (8.3)	

Figures in brackets are FT average of forecasts in July 1984

in 1984 and 1985 measured by the Sterling index.

A modest decline in short-term interest rates is also expected, to about 0 per cent on average in 1985.

The consensus of forecasts from City of London brokers and the overall consensus of the 21 forecasters surveyed is remarkably close, with a general expectation of a slight decline in sterling and a fall of interest rates by about 1 percentage point to 9 per cent on average next year.

The City of London is, however, somewhat more pessimistic about the trend of unemployment, predicting a rise to 3.2m by the end of next year, compared with an overall consensus that it will remain broadly flat.

With previous forecasts, the most buoyant outlook for 1985 comes from Liverpool University, which continues to believe that

tight monetary policy will push down workers' expectations of future inflation and so help to moderate the rise in wage pressures. That is expected to be an important factor in reviving the economy, with a sharp rise in output expected to continue in 1986, and leading eventually to zero inflation by 1988.

That view contrasts with that of the National Institute of Economic and Social Research in its review last week. It believes that inflationary pressures will gradually increase towards the end of the decade, and that is reflected in its forecast of 6.5 per cent inflation by the end of next year. It is the most pessimistic of all the inflation forecasts except that of Data Research incorporated, which also has 6.5 per cent.

In the absence of government stimulus to demand, the institute sees little hope of a big regeneration of the economy and is forecasting an

average annual growth rate of only 1½ per cent between 1985 and 1988.

An intermediate position between the institute's pessimism and the buoyant outlook from Liverpool, is represented by The London Business School's Centre for Economic Forecasting.

Its latest medium-term projections, up to 1988, suggest an annual average growth rate of 1.8 per cent between 1985 and 1988, somewhat better than the performance predicted by the institute, but still within reach of it.

Taking the whole period from 1981 to 1988, the London Business School suggests a trend rate of growth of about 2½ per cent a year compared with the institute's 2 per cent a year.

A more marked difference is in the two forecasting bodies' views of the trend of inflation. The institute believes inflation will rise steadily to an annual rate of 7½ per cent by the end of 1988, whereas the London Business School believes it will be little changed at about 4½ per cent by then.

On unemployment, the institute and the London Business School are about equally pessimistic. Both believe that the adult total will continue to rise to about 3.3m in 1988 compared with a figure of 3.1m for the end of this year. However, the institute's lower growth forecast

produces a 'hump' of 3.4m unemployed in 1986 and 1987.

## Dixons seeks court ruling on battle for control of Currys

BY ALEXANDER NICOLL

DIXONS, the electrical retailer, will today ask the High Court to affirm its victory in a £25m takeover battle for control of its rival Currys.

The suit was put into doubt over the weekend with an unprecedented legal challenge by Currys.

Dixons, headed by Mr Stanley Kalms, said on Friday that it commanded 50.8 per cent of Currys shares and that it was declaring its offer unconditional - allowing it, in normal circumstances, to establish control by paying for shares tendered by accepting shareholders.

Later on Friday evening, however, Currys made a final attempt to win off defeat. With one of its shareholders, Scottish Amicable Life Assurance, it won injunctions barring Dixons from declaring its bid unconditional.

At the centre of the challenge is Mr Terry Curry, joint managing director of Currys, said yesterday: "I have the feeling that there were quite a few institutions which were on the verge of changing their minds and withdrawing. After Dixons' announcement, there was no point. I expect that tomorrow morning will see quite a number of withdrawals."

Warburg's plan would require Dixons to return acceptances received after 12.15pm on Friday, and not to buy more Curry shares until the standstill period was over.

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## UK NEWS

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Sue Cameron writes on how the DTI operates without its injured chief

## Tebbit makes his absence felt

OFFICIALS at the Department of Trade and Industry seem to be hoping - on balance and taking nothing with another as Whitehall would say - that Mr Norman Tebbit, their Secretary of State, will get well soon.

"We're a bit headless without him," confessed one civil servant - adding quickly that the work of the department was, of course, proceeding smoothly even though Mr Tebbit is still in hospital recovering from his injuries received in the IRA bomb attack in Brighton in October.

"It is like living in limbo," said another. "He's not here - but on the other hand, he's around, if you know what I mean. And from time to time, he makes his presence felt."

A third official reflected wryly on Mr Tebbit's methods of making his presence felt.

"You're sitting there enjoying the freedom of having the boss away," he said. "And then you look through your in-tray and you find a brief missive saying 'Hope you're not spending too much of my money while I'm away.' You wonder what on earth it is. And then you see that it's signed Tebbit."

Yet in theory there is no shortage of stand-ins to take over the leadership of DTI during Mr Tebbit's enforced temporary absence. The department has no fewer than three ministers of state of whom the most senior is Mr Paul Channon. It also

has a full complement of junior ministers and it boasts a brace of permanent secretaries - the top rankers in the civil service hierarchy.

Most officials believe that a more aggressive minister than Mr Channon would have seized the opportunity to establish himself as Acting Secretary of State in Mr Tebbit's absence. Mr Channon, however, who is responsible for trade, speaks much of his time in foreign parts. As one civil servant was heard to remark: "Even if Channon had had a mind to take the lead, I doubt if the other two would have let him anywhere near their areas of responsibility."

The "other two" in this context are Mr Norman Lamont and Mr Geoffrey Patten, both ministers of state at DTI and both apparently regarded as able men by their officials. Civil servants are usually quick to sum up their political masters and even quicker to criticise if they find them wanting. Few things bring forth such venom in Whitehall as such a weak or incompetent minister.

DTI people contrast the rectitude of Mr Channon with the more high profile approach of Mr Ken Baker, Minister of State at the Department of the Environment. When his boss, Mr Patrick Jenkin, Secretary of State for Environment, was hurt in a car crash a few days ago, Mr Baker

lost no time in stepping into the breach.

Meanwhile, lacking a minister with as much of an eye for the main chance as Mr Baker, DTI is fielding Messrs Channon, Lamont and Patten in rotation for Cabinet meetings. Officials say this arrangement works adequately with each minister going to Cabinet when his own areas of responsibility is up for discussion. Civil servants admit, however, that "it is not quite the same" as having the powerful Mr Tebbit, with a grip on all aspects of the department's affairs, going in to bat for them each week.

One unusual aspect of the DTI leadership is that the department has two fully fledged permanent secretaries. There has been considerable speculation as to how much uneasiness might be caused by such an arrangement. The official line is that Sir Brian Hayes and Sir Anthony Rawlinson each have their own spheres of influence within the department and that there are therefore no difficulties about having two civil service chiefs within a single organisation.

Mr Tebbit is thought to have an amicable relationship with both Sir Brian and Sir Anthony. He is said, however, to prefer the company of slightly younger officials who are more direct, less formal and altogether less mandarin-like than the two permanent secretaries, both of

whom are in the traditional civil service mould. Mr Tebbit's own direct, no-nonsense approach is much valued by most of his officials.

DTI certainly seems to have had some success in tackling its major problem areas - big although the credit cannot go to Mr Tebbit alone. Over the last few years the department has had considerable success with the steel industry and BL; it has gone some way down the road towards coping with the difficulties of the shipbuilding and aerospace industries; it has just announced a new regional policy; it is floating British Telecom; and it is about to announce plans for deregulating the securities industry.

Perhaps it is because of these apparent successes that the department has excelled in furthering the Government's aim of reducing Civil Service numbers. The official numbers target for DTI is 12,800 in 1985 with a further 3 per cent cut - 380 jobs - by 1988. Yet DTI numbers have already been slimmed down to a mere 12,600.

The rationalisation or privatisation of large chunks of DTI's area of responsibility also raises the question of where Mr Tebbit will concentrate his energies when he returns some time in the new year. The betting is that his main interest is going to be competition policy and the further weeding out of anti-competitive practices.

## GM forecast to overtake BL in car market

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

GENERAL MOTORS, the Vauxhall-Opel group, should overtake BL and take second place in the UK new-car market next year, according to the latest forecasts from the Economist Intelligence Unit's (EIU) motor business team.

It also maintains that although the prospects for Austin Rover, BL's volume car subsidiary, are far brighter than they were, "at least another three years of steady improvement are required before the company could be considered as a candidate for privatisation."

Austin Rover has a much more attractive model range, has greatly improved productivity at its plants and in the co-operation with Honda of Japan has further potential to offset some of the scale disadvantages compared with the giants of the industry.

However, the company faces an uphill struggle in the UK to penetrate the medium-range fleet sector and in Europe to build up its repair and sales, the EIU points out.

The fact remains that Austin Rover is up against multinational technical and financial resources and it remains an open question whether the company can make sufficient progress in sales to generate the funds needed for model replacement and new technology in time.

The EIU asserts that Austin Rover's export efforts remain disappointing and that the BL company will not gain the full benefit of its

Big four shares of UK new car market (%)		
1979	1983	1985*
Ford	26.3	26.5
BL	19.6	18.6
GM (Vauxhall - Opel)	14.6	17.5
Peugeot-Citroën-Talbot	11.2	8.9

Source: EIU Motor Business \*Forecasts

latest models - the Montego and the Rover 200 (made under licence from Honda) - until 1986, by which time the joint-venture car developed with Honda and code named XX should also be in production.

At that stage, Austin Rover's output is scheduled to be moving towards 800,000 cars a year, compared with the nominal capacity of 750,000 at the Longbridge and Cowley plants.

The EIU predicts that BL's car market share next year will remain static at about 17.5 per cent while GM, with help from the new Astra, just voted European Car of the Year, should edge ahead with a 17.6 per cent penetration.

The forecasters expect total car sales in the UK next year to fall back by about 5.7 per cent from an estimated 1.75m in 1984 to 1.65m.

They also suggest that UK car production will remain below 1m at 950,000 next year compared with an estimated 1,063,000 for 1984.

*Motor Business No 6/84: £65 for four quarterly issues from the EIU, 40 Duke's St, London W1*

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GOVERNMENT APPROVED

## TECHNOLOGY

## ENGINEERING INNOVATION

## Sewer robot set for dark debut

BY ALAN CANE

SOME ENGINEERS are driven to design bridges, other internal combustion engines or motorways.

For Nick Ouroussoff, Steve Grosvenor and Tim Reeve, the all-consuming passion is straddle carriers, the huge £250,000 trucks used in docks to move containers to and from ships.

Existing models, they feel, are too expensive, too hard to maintain, go wrong too easily and steer badly. Yet they find it hard, as small engineering companies, to have their plans for a new generation of straddle carriers taken seriously.

"Every time I go to the Government to try to win a contract for a straddle carrier I come back with another nut machine job instead," Tim Reeve sighs ruefully.

The two companies, Ouroussoff Engineering and Grosvenor Reeve, share the same premises, the old power house at Kew Gardens in South London.

All three worked at one time for the same company, C. J. Lawrence, a firm of contract engineers which worked on, among other things, luxury motor cars.

Their interest in straddle carriers was born at this time as a result of a contract for Overseas Containers (OCL) which the company just failed to win. Not realising their own business, they dream of straddle carriers while creating a huge array of innovative machinery to pay the bills.

"We make things that did not exist before," Nick Ouroussoff says.

The "nut machine," for example, Commissioned by a Turkish businessman and hazelnut tycoon, the machine must strip the outer layers from the nut at the rate of 1 tonne an hour, leaving them white and marketable. It involves large volumes of caustic solution, tricky to handle at any time, but promises a massive payoff in cleaned nuts which are much less perishable than those cleaned by conventional baking.

It is being designed by Andrew Ritchie for Grosvenor Reeve; Ritchie is perhaps best known for his folding bicycle, (featured on this page on February 4, 1982).

Grosvenor Reeve and Ouroussoff exemplify the old saying that an engineer can do for £1 what any damn fool can do for £2. They have just completed the first phase of trials of their "sewer robots," three foot-long contraptions of stainless steel which carry lights and their own television camera "eyes," designed to lay cable television lines in sewers.

The two companies have formed a third, "Trogotech," to market the robots. The original commission came from Cabletime, a cable television company established by the Water Research Council and UEL Group. Its idea was elegantly simple. Rather than creating a whole new network of conduits to house the cable television lines expected to be



Hugh Rutherford  
Steve Grosvenor, Nick Ouroussoff and Tim Reeve with the Mark 1 sewer robot.

## End of the line for dedicated w-p?

EDITED BY ALAN CANE

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personnel will also service the VARs so that none of them find themselves in competition with Motorola. More on 6628 39121.

Inspection  
Infra-red gauging

A gauging system that uses infra-red to transmit readings from the measuring head to a receiver has been developed by Multiswitch of Cheshire.

Designed for the in-process measurement of workpiece position tolerances, it can be used to thermal drift and tool wear checking, the measuring head consists of a combined probe and infra-red transmitter for three dimensional co-ordinate checking.

The probe body has a receptacle designed to fit a standard tool holder, enabling it to be stored in a tool magazine. For in-process inspection, the probe is simply loaded into the machine by command of the controlling NC computer. The system accuracy is 0.001mm. More on 061 437 1234.

IT LOOKS like the end of the line for dedicated word processors as general purpose microcomputers increasingly muscle into their territory.

This is the chief conclusion of a new report from BIS/Pedder which looks at developments in electronic office systems.

The report argues that dedicated word processors—computer systems finely tuned to handle text rather than numbers and symbols—will probably not die away completely but will find a niche in the professional typing market.

It says: "Hard learned lessons on such peripheral topics as typing pool administration and document control, if incorporated into system software, will help to prolong active life."

The evidence for BIS/Pedder's assertions are contained in the mass of statistics in the report. It shows that at the end of 1983, there were 82,971 workstations installed in the UK of which the ICL share (51.4 per cent) were screen-based, displaying part of a page and worth an average £6,223 a unit. By comparison, there were 269,669 electronic typewriters installed at an average value of £924 a unit.

This market will continue to grow at a greater rate for any other word processing equipment category, the survey concludes.

But at least another 43,708 workstations were equipped with word processing software packages at an average cost of £376 a package. The report notes: "The single biggest threat to a continuing market for suppliers of dedicated word processing systems is the virtually universal availability of word processing software packages for every general purpose computer system right down to, and including, the smallest micro."

BIS/Pedder says it is impossible accurately to measure the installed population of word processing packages for reasons including bundled software with business micros, multiple sourcing and unauthorised copying.

Nevertheless, the survey estimates that some 70 per cent of its business will in the future come from vertical markets addressed by VARs and according to marketing manager Noel Voice, Freeway has been devised "to ensure that successful and flexible partnerships can be developed."

In the first year Motorola expects to sell systems worth £5m to £10m. It will then tailor them and write special software for their own customers. It plans to employ 20 of them by the end of next year.

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Motorola will retain its own

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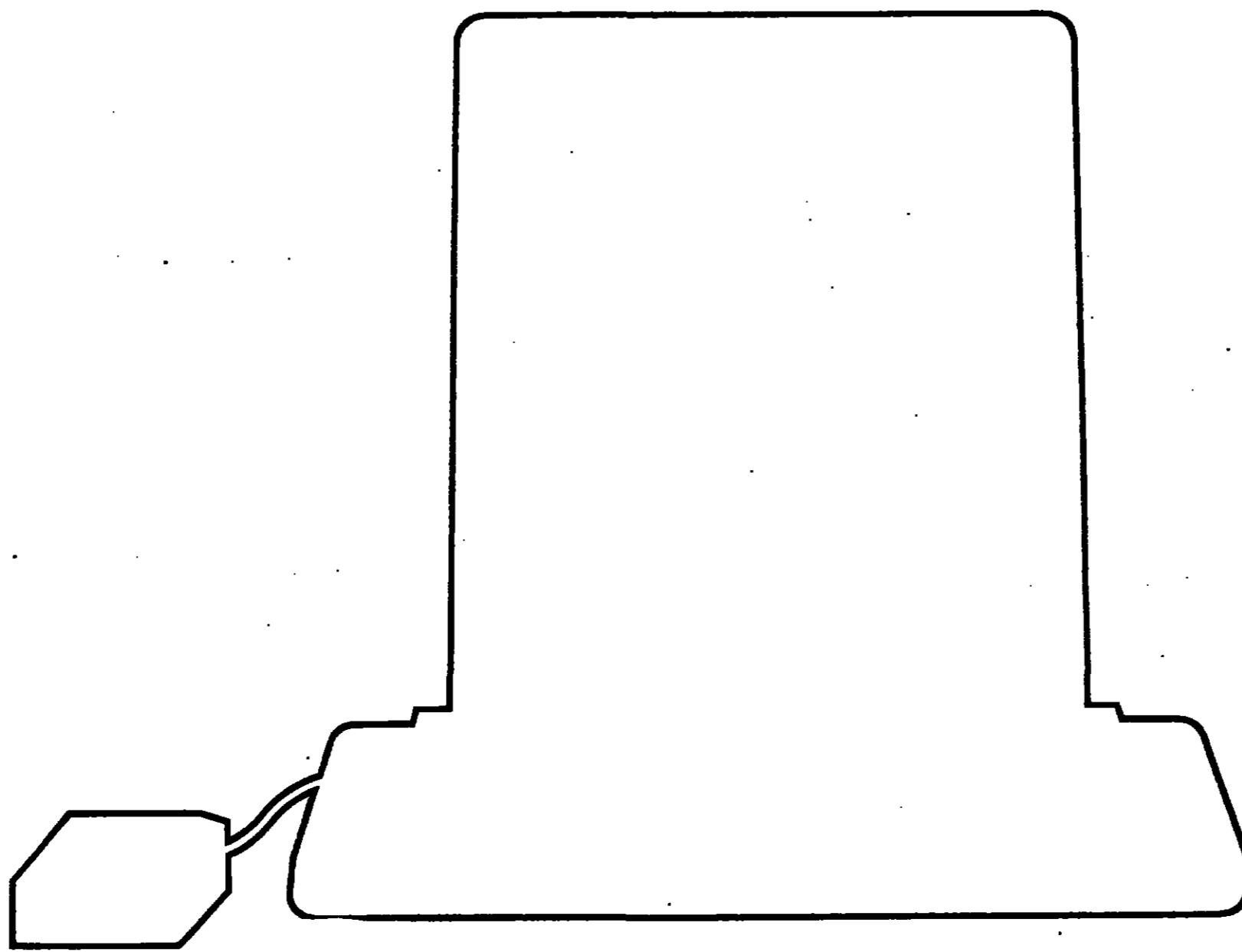
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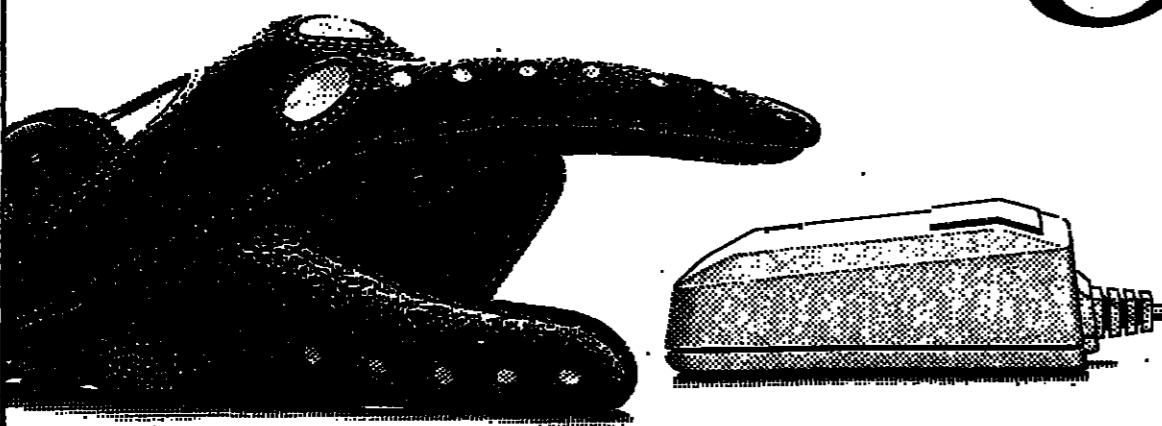
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## THE ARTS

## Royal Philharmonic/Festival Hall

David Murray

On Thursday Walter Weller conducted the Royal Philharmonic and then some with the full complement of supernumerary players for Skryabin's *Poème de l'Extase* and Stravinsky's *Sacré du printemps*, the platform was a formidable pedestal. Walton's *Cello Concerto*, coming in between, seemed by comparison a shy chamber piece.

That was no fault of the soloist Paul Terrier, who was properly eloquent with the work (despite some haphazard pitch in the scherzo), rising to a broad, thoughtful account of the finale. There was little bite or sting in the orchestral parts, however—which blunted particularly the scherzo—nor any sign that Weller had definite ideas about the Concerto. It was decent and temperate, not more.

The Skryabin made much bigger waves of sound, of course, though one missed a strong current beneath them. Even a literal, careful reading of the *Poème* like this one will make you catch your breath once in a while, and it was by no means an insensitive performance. But half the secret

## Architecture

Colin Amery

## Through lens and eye

The influence of painters and photographers on the history of architecture has never been thoroughly examined. The publication of modern architecture in periodicals and books depends largely on the skills of the photographer. How often has one seen the glorious shot of a new reflective glass tower or a distorted perspective of a lofty commercial tower that bears little or no relation to the reality of the actual edifice?

I remember I was intensely disappointed the first time I saw Frank Lloyd Wright's Unity church in Chicago. It seemed so small and mean and dirty. I had in my mind's eye a picture of the pristine photographs of the architectural magazines and the carefully taken shots that appear in books by the architect himself. Sometimes the photographer seems to specialize in the exotic—what is presumably taken while lying in the grass, to emphasize the scale of the architecture. And then there are those tiresome props that constantly crop up in interior photography. The folded copies of the Financial Times on business men's desks, the eternal rubber plant, and the Alvar Aalto chair.

I once knew an architectural photographer who filled the boot of his car with what he considered to be well-designed furniture, which he would arrange to replace the more ordinary (and probably nicer) furniture placed in the house by the owner. There is an apocryphal story that a famous architect, when he was having his latest office creation photographed, felt that the office workers were just too ugly to be in the pictures. At great expense he imported prostitutes, models who arranged themselves so much more beautifully.

Twentieth-century paintings and the architectural view are notoriously unreliable as actual records of the quality of places—so often the aim is to idealise the prospect. Canaletto, Pannini both fantasized about the Italian view and helped create our expectations of their country. Modern artists have been rather shy of architecture and their work, when it has had an architectural subject matter, too often relies upon photographic sources. A painter like Ben Johnson actually uses the colour transparencies of well known architectural photographers as the source material for his

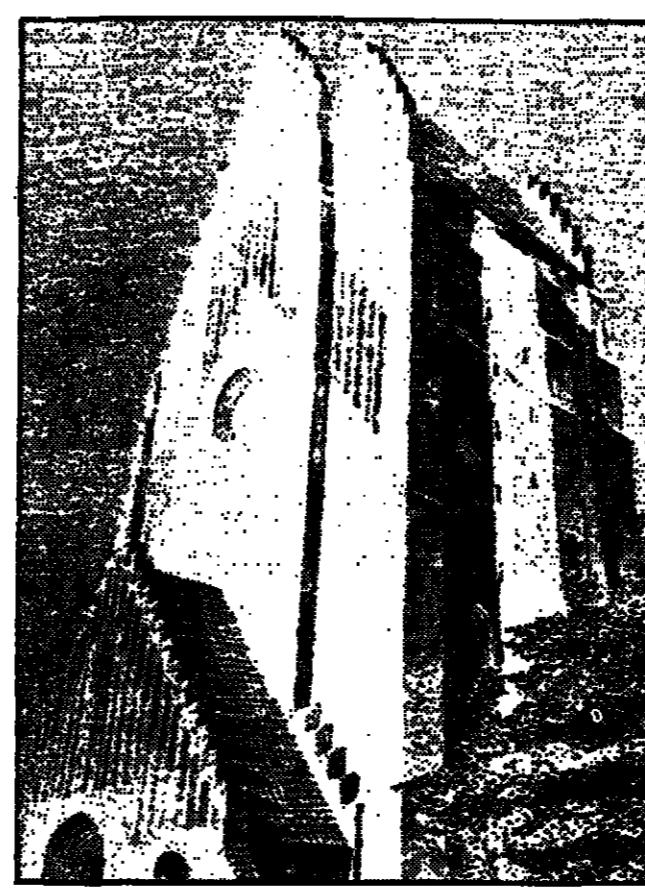
accurate and hard-edged view of recent modern architecture.

What is the quest that this exhibition claims to describe? It is the search for individual genius in architecture. What the show makes clear is that this search can be conducted with or without rules. Classical architecture achieves genius within a clear framework. More Maverick and frenzied styles, like Art Nouveau, approach genius on their own terms. I have contributed a short essay to the catalogue of the exhibition and I feel that all I can do here is to commend a rare opportunity to see the work of an artist working in the architectural vineyard.

The subject of early photography is one that has always appealed to the architectural writer and historian, Gavin Stamp. In his latest book, *The Changing Metropolis: Earliest Photographs of London 1839-1879* (£14.95) he has selected early views that do tell the truth about London's growth. These are fascinating pictures. Their long exposures and sense of immediacy convey an uncanny power of accuracy. The book is therefore fascinating on two counts, as a slice of building history and as a display of technical virtuosity in the early world of photography.

An exhibition has recently opened in London at the Francis Galleria, Maddox Street, W1, that the painter Glynn Boyd Harte has called *From Barcelona to the Baltic: An Architectural Quest*. It is his eighth one-man show, and the only one to be dedicated to one subject. The range is impressive, but the show can easily be divided into three parts, each dealing with a different period of the Neo-Classical and Scandinavian of Germany and Scandinavia of around 1850 and the transatlantic movements of the Arts and Crafts and Art Nouveau movements, that were erected all over Europe from the 1880's to the 1920's.

There are a few buildings that do not fit these two categories and they are an interesting group in themselves: Alexander Thompson's Greek church in Glasgow, in 1850's Höger's Chile Haus in Hamburg and two Scandinavian works—the City Library in Stockholm (1921) and Thorvaldsen's Museum (1948) in Copenhagen. A painter like Ben Johnson actually uses the colour transparencies of well known architectural photographers as the source material for his



Grundtvig's Church in Copenhagen painted by Glynn Boyd Harte.

## Metanoia/Purcell Room

Andrew Clements

This group of variable size is based upon the trumpet of Jonathan Impey and the keyboards of Michael Blake, recruiting other instrumentalists as and when necessary. Its programmes tend to be constructed of sequences of shorter pieces, but generally have some kind of thematic thread—later concertos this season in the Purcell Room take Roberto Gerhard and Aldo Clementi as their starting points, and Thursday's programme was built around four miniatures by Ligeti—his three compositions for harpsichord, Continuum, Passacaglia, Ungheresse and Hungarian Rock, and the electronic study *Artikulation*.

The harpsichord pieces were rather dourly played by Blake, without any of the humour or sparkle that the two later pieces especially require. Dourness was unfortunately the prevailing mood of the evening, for Peter Maxwell Davies's *Trumpet Sonata* aside, it consisted of new

## J. K. Parker/Elizabeth Hall

Dominic Gill

I did not hear Jon Kimura Parker's recital in the final rounds of this year's Leeds Piano Competition from which he emerged the first prize-winner, but I heard his performance there of Brahms's D minor piano concerto. It struck me then as an interpretation of undoubted seriousness and intelligence, delivered by a curiously sleepy and unengaging musical presence: well-made Brahms, eminently civilised, but unconvincing, until a shade stolid, academic. That final televised competition round is more circus than concert, and it seemed unfair to judge the whole artistry by one undiscerned performance with orchestra. Parker's Bank solo recital, which went with the first prize, was likely to be more revealing.

That was on Thursday, and although Mr Parker distinguished himself again as a serious and exceptionally capable pianist, there was nothing in his playing which signalled the arrival on the international scene of a truly remarkable artist. He began with Bach and ended with Barber, and in between took in two Ravel pieces, Chopin's fourth Ballade, and the virtuoso summit of

Brahm's *Handel Variations*. In present form, he is far too good a pianist to be dismissed, but not quite interesting enough to fire much enthusiasm. His account of Bach's G minor Toccata was accomplished, nicely articulated, but never for a moment gripping (I mean "sleepy" objectively, not objectively). The notes of Chopin's last Ballade were somewhat more normally clear and orderly fashion: the music in it remained obstinately earthbound.

If piano teachers were ever (or even necessarily) as accomplished as Mr Parker, I should call him his "teacherly". It has at any rate a powerful sense of the confidence of the music—“observe me carefully, this is how it must be.” But this, as he gave it, is precisely how Brahms's *Handel Variations* must never be: competent to a degree, almost every note in its place, but without a trace of originality or adventure, without driving current or dramatic urgency. I wish him well; but his music-making must suffer a sea-change indeed if he is to make any greater mark than the two previous first prizewinners at Leeds, Ian Hobson and Michel Dalberto.

*Opera on Record*, 3. Edited by Alan Blyth. Hutchinson, £16. 375 pp.

“Third and last,” says the blurb; and “definitely the final volume in the series is guaranteed,” proclaims Alan Blyth in his editorial introduction. If a sigh of relief may be detected, a shout of congratulation is also in order. The publishers might have reinforced the achievement by cumulating the list of titles so that one knows in which volume to find which opera. The new volume retains the tried formula: a given opera, or sometimes a group of operas, receives a brief artistic appreciation as a prelude to an examination of complete recordings and recordings of individual numbers. Boito and Borodin, Ravel and Bartók are among the new names, but the net is also cast to bring up additional works by composers already sampled—

Dionizetti, Verdi and Puccini among them.

The editor even offers Verdi's *Requiem*—probably just as well, since it is given a full page in a *Requiem* on Record. Among all forms of music only opera arouses a fatal fascination with musty, scratchy performances of incomparables, to which the contributors have been ludicrously encouraged to add their “ideal” casts, compounded from different recordings? The point is surely that lively discourse about music jogs the listener's memory and sensibilities even when the subjects are elusive and the views universal. Here are enthusiasts talking about what they love. David Murray on Bartók and Rodney Milnes on Weill show a special verve, and the others rarely fail to communicate, politely. To say of a singer that though sometimes they are too

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## Book Review

Arthur Jacobs

On perusing the opera-goer's *Wisden*

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## Haitink/Festival Hall

Andrew Clements

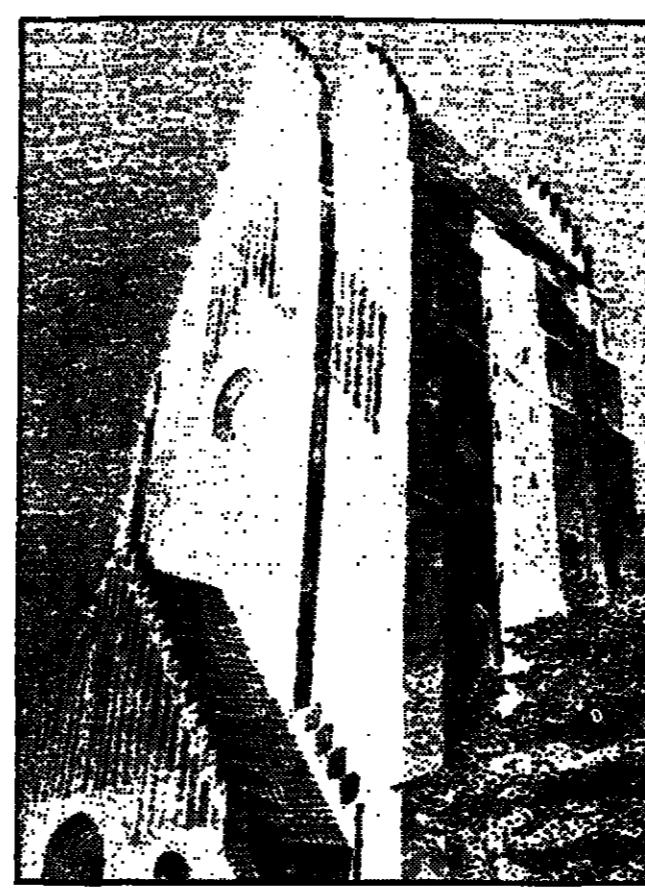
an intelligent shaping of the whole edifice toward its natural peak.

Vaughan Williams's *Sinfonia Antarctica* presents problems of credibility and coherence. Undoubtedly it contains some of his composer's most imaginative orchestral writing—the use of tuned percussion creates a striking sound world and there are few works in which a wind machine seems less out of place. Yet it is difficult to forget that the score began as the incidental music to a film. However carefully Vaughan Williams shaped the movements into a symphonic whole, it remained essentially a programmatic work. But it is no more illustrative than some of the symphonies by Shostakovich, and Haitink's account of *Three Oranges*, every rhythm crisp and instrumental detail precisely placed.

The weight of the concert though was to be found in the two English works, both once again I suspect, new to the conductor. Haitink's way with Elgar is now well established and marvellously effective: paragraphs are taken in broad sweeps with climaxes fiercely articulated. The Introduction and Allegro for strings responded well to such treatment. The Introduction was very measured, each element savoured and lovingly shaped; the Allegro, when it began, was only gradually allowed to build up power and speed, so that the launch of the fugue became a true emotional release,

## WORLD VALUE OF THE DOLLAR

every Friday in the Financial Times



## Rostropovich/Festival Hall

Max Loppert

On Saturday the English Chamber Orchestra invited one of its most celebrated long-time associates, Rostropovich, to preside over a concert containing a cello concerto in each of its halves. One always awaits from the great Russian fresh demonstrations of what David Cairns (in a memorable portrait) once defined as “the essence of his art—“demonstration, mystery and unnameable power.” And so Saturday's performances of Schumann and Boccherini were doubly disappointing: for in them the mystery seemed to be questionable, the power tamed—temporarily, anyhow.

In the opening movement of the Schumann concerto, the impression was notably cobbwebby, as though—and here deductions might well have been entirely unrelated to facts—in the mids of a busy conducting career the instrument and the Schumann solo line had been no more than fleetingly considered (or, in deed, practised). Tuning was unreliable, the famous rhythmic freedom of style (which to a full-blooded Rostropovich per-

formance can lend a bright flame of spontaneity) indicative rather of careless articulation.

Of past Rostropovich Schumann readings there remained, in the slow movement, a few fleeting, wonderful reminders, moments of soulful lyricism, the tempe drawn right back the line pure and mettine. There were a few similar moments in the Boccherini D major concerto, but the lack of really crisp, vigorous 18th-century delineation on all fronts made a proportionately more lumbering effect (in a work dependent for its charm on the twining of solo cello and *ripicello* violins in florid triplet thirds and sixths, the persistent failures of ensemble proved disheartening). The conductor, the young American Andrew Litton (Rostropovich's assistant in Washington), held things together as best he might; the opening item, a perfunctory read-through of the *Don Giovanni* Overture, did not show an admired young musician or the ECO itself at anything near their joint best.

## Parker &amp; Nowak/Barbican Hall

David Murray

Appearing with the London Symphony on Saturday were two young winners of recent competitions; the conductor Grzegorz Nowak, who has just won the Ernest Ansermet Award in Geneva, and the Leeds Piano laureate Jon Kimura Parker. Beyond polite congratulations there was no remarkable meeting of minds—neither with each other nor in the D minor Piano Concerto of Brahms, with the composer. There were nevertheless some other good things.

One of those was not Mozart's *Costa Jan tutte* Overture, which Nowak took at great speed but quite smoothly, without a bubble of mischief or any buffo feeling. In the Brahms the difficult orchestral balance was handled competently, but again the score was marred by the Victoria *Allegro* movement. The newly constructed Esplanade is well illustrated here too, with an interesting detailed photograph of the alternative designs for lamps. It seems that the choice of the dolphin lamps was the right one, we might have had *putti* and cornucopia.

This book represents a view of architecture that has survived almost by chance. To gather the evidence into one volume and illuminate it with carefully researched captions is a totally successful idea.

## Bringing it Home/Cockpit

Michael Coveney

This gloomily strident new play by the Irish writer Seamus Finnegan was commissioned by the Cockpit Youth Theatre, who perform it with a dispiriting intensity under Julia Pascal's direction. Rigorously schematic, on a cheap-looking expressionistic set of obtruding angular grey frames, the tale of two black soldiers returning home after a spell in Belfast is introduced by an angry girl prisoner in drag.

One soldier, Errol, has a brother Roy who has been arrested, for no reason, at a carnival. Roy is later beaten up in police custody. The other soldier, Mark, discovers that his mother has been arrested on a miners' picket line. His father talks angrily of the oppression of mining and other working-class communities. Even Mr Finnegan, I am sure, will not claim any of his thoughts on violence in society to be either original or surprising.

What is particularly depressing here is that this team of writer and director has promised much in previous collaborations. But on this occasion the gift for characterisation in vignette form has been

trampled underfoot in a blaze of bad drierie agitprop. It is not a question of whether one thinks the author is right or wrong about police violence and the Northern Ireland policy of this government. But he is unprepared to earn his right to express opinion by setting up any coherent dramatic situation or even any glimmer of infection, let alone complex argument. He thus produces the worst of “engaged” or “committed” writing.

And when you hear one character, the miner, solemnly assert, as challenged that genocide has been going on in Great Britain for centuries, you begin to fear not so much for Mr Finnegan's intelligence as for his sanity.

Most of the young cast seemed more at ease when singing rather than acting. The music by Harriette Ascroft is intermittently rousing; especially good in the carnival tableau.

Adrian Dunbar, not Gerard Horan, is playing Bill and the disconsolate wicket-keeper in *The Pope's Wedding* at the Royal Court. Apologies to both actors for this no-call last Thursday.

## Orphee/Upstream

Martin Hoyle

funny policemen, the three sit down to lunch, like *Bilbo*'s discreetly charming bourgeoisie and give thanks for the exclusive and somehow special status of the artist.

This kitsch tosh of a sort is not helped by a wildly inconsistent and unstylish translation and some very patchy acting. The quiveringly intense high camp evinced by some Cocteau interpreters on screen—*Maria Casares*, for instance—is hard to bring off. As a baleful anti-life force the Angel of Death, with her rubber gloves and dominatrix manner, falls when such portentous sentiments as “he laughs last laughs longest” are attributed to her. “That makes my blood run cold” says Eurydice who evidently hates clichés as much as I do. We both had a bad evening.

Next year's Wexford International Opera Festival, the 34th, will run from October 23 to November 3. The repertoire will be Alfredo Catalani's *La Wally*, G. F. Handel's *Ariodante* and Kurt Weill's *The Rise and Fall of the City of Mahagonny*.

## Arts Guide

## Music

PARIS

Janet Baker, mezzosoprano, Geoffrey Parsons, piano; Schumann (Moz.), Tchaikovsky (353444).

Ensemble Intercontemporain, concert

Gergely Bartók, Stravinsky, Delibes, Ravel, Lutoslawski (Moz.).

Théâtre de la Ville (Moz.) (212277).

Quatuor Jaffrinck (Moz.) (230005).

Orchestre de Paris, conductor

Bernard Haitink, Beethoven, Mozart (Tue.). Salle Pleyel (563319).

Ensemble Orchestral de Paris – chamber

music Cecile Ousset, piano; Philippe Briot, violin; Daniel Catala, cello; horn Brahms (Wed.). Salle Gaveau (563320).

Orchestre de Paris conducted by

## FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4P 4BY  
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Monday December 3 1984

## Gatt's future at stake

THE Gatt is both a set of trading rules and a world forum for negotiating and defending them. Its success—and survival—ultimately depend on confidence and consensus. But in the past week we have witnessed something close to a crisis of confidence in the open trading system, and the appearance of some dangerous cracks in the institutional consensus.

The United States must accept a large part of the blame for this. Its contradictory behaviour and aggressive diplomacy have not only aroused the EEC, but seriously antagonised the developing countries, which comprise two-thirds of the Gatt's 90 member nations. There is now a distinct and apparent cleavage between the Third World lobby in the Gatt, led by India and Brazil. If the traditionally pragmatic Gatt becomes, like Unctad, a North-South shouting shop more concerned with ideology than with commercial relations, then the prospects for a successful new round of talks on trade liberalisation will be bleak indeed.

Last week President Reagan decided to block imports of European steel pipes and tubes, an act denounced by the European Commissioner, Viscount Davignon, as "the closing of the American border." The failure of both sides to agree a voluntary arrangement—itself a derogation from Gatt principles—may not be wholly the Americans' fault. But the incident is further depressing evidence of the gap between free-trade rhetoric and political action. A long EEC-U.S. wrangle about compensation, as happened in the case of special steels, is about to begin.

**Inconsistency**

Even as it was closing its doors to foreign steel, the U.S. Administration was preaching in Geneva the virtues of free trade in services, and strong-arming other nations' confidence in the system. Unless the world can be reassured that the U.S. is fundamentally committed to the Gatt, the new round that the U.S. is demanding will be blighted from the outset.

The elements of a new negotiation are, nevertheless, falling slowly into place. The framework for an attack on distortions to agricultural trade has, remarkably, been agreed; the controversy over services has been temporarily defused; and some progress has been made on the methodology for dismantling quota restrictions and other non-tariff barriers. More work needs to be done on textiles and clothing; here the manifest failure of the Multifibre Arrangement either to manage poorer nations' market access or to protect jobs in richer ones suggests the time has come to consider a trade-off with the Third World.

The inconstancy of the U.S. position is all the more painfully apparent during the seven days of closed-door negotiations that overshadowed the Gatt annual meeting. In this procedural struggle the U.S. found itself isolated even from countries like the UK and Japan which are equally keen to see trade in services brought eventually into the Gatt disciplines.

The U.S. is right to press the services issue, and not just because industries like finance, transport, telecommunications and tourism now employ a majority of workers in many

industrialised countries. It is right to see the Gatt as the proper forum for studying and negotiating this complex question, and the U.S. is justifiably impatient with the short-sighted refusal of some developing—and developed—countries to treat the issue seriously.

At the very least, the U.S. succeeded in forcing the rest of the world to focus on barriers to trade in invisibles. There is no guarantee that negotiations will follow. Indeed, the U.S. itself shows no more than another else how such negotiations might be approached. A compromise on procedure was eventually reached, but a high price has been paid in terms of goodwill lost.

### Framework

Even more worrying is the U.S. threat to bypass the Gatt altogether if progress continues to be too slow for its liking. Talk of "plurilateral" and bilateral trade deals between the U.S. and her trading partners has further weakened other nations' confidence in the system. Unless the world can be reassured that the U.S. is fundamentally committed to the Gatt, the new round that the U.S. is demanding will be blighted from the outset.

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**Contradiction**

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## The right to know

SOMETIMES sooshish the British Government is going to have to do something, or at least say something, about Freedom of Information. The phrase is a catch-all, sometimes written with capital letters, sometimes not. What it means, in practice, is greater access for the public to information that is officially held or, to put the case more subtly, greater discretion on the part of public servants to disclose what information they have.

The present system does not work. There is an Official Secrets Act, drawn up hastily in 1911. Section Two of which makes it an offence for any person holding office under Her Majesty to communicate without authority to any person any information which has been obtained because of their official position—and for any person to receive such information.

It has been widely agreed for decades that at least that section of the Act needs to be reformed: see, for example, the Fulton Report on the Civil Service which came down against unnecessary government secrecy in the 1960s, or the more narrowly based report of the Franks Committee in 1972 which recommended that Section Two should be repealed and replaced by a new Official Information Act with more specific provisions.

**Blunderbuss**

Indeed, the only credible intellectual defence of the 1911 Act in recent years has been that it is so absurd and such a blunderbuss, that no civilised government would deign to use it. We now know that that view is not tenable. Mr Thatcher's Government may be civilian, even liberal, in many ways, but it is not above resorting to any old Act however discredited, on the Statute Book, if it wants to enforce a point.

The particular case concerns a senior civil servant at the Ministry of Defence who disclosed some information about the sinking of the Belgrano during the Falklands War. But the details do not matter. The principles do. They are that paper pretty soon.

Most suggested quick ways of providing jobs are specious and superficial, because they suggest that an entity called government can bring jobs into existence by playing with numbers and pieces of paper without any costs or sacrifice on anyone's part.

There is, however, one suggestion on this front which cannot be turned down so easily. This is based on the idea that the average person out of work involves a public expenditure cost of £1,950 per annum according to a written parliamentary answer given by Mr Peter Rees, Chief Secretary to the Treasury, on July 10. The estimate covers unemployment pay, supplementary benefits and housing benefits plus an allowance for administrative costs.

The argument which has some validity, runs as follows: Would it not be better to pay this sum to people for doing something rather than nothing? Something, that is, that they do not already work in the "black economy"?

There are innumerable tasks which remain undone, because we cannot afford to pay for them. At least as important—and far more labour-intensive—than the sewers and roads which the infrastructure lobby calls for are service activities ranging from home helps, ancillary services in hospitals, the clearing and maintenance of parks and streets, services for old people and thousands of others. Would not everyone out of a job for, say, six months, be better off with the option of doing such work at pay equivalent to say, 10 per cent above the normal rate?

How much would a dole-plus scheme cost? Let us round up to £2,000, the official estimates of the benefit cost per unemployed person: and take jobs plus a dole-plus to mean another 10 per cent. Add another 30 per cent for supervision, materials, and so on. We then arrive at 40 per cent of £2,000, £800 per person per year.

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IT WILL BE with sinking hearts that the European Community heads of state and of government gather for their winter summit meeting in Dublin today. They were scheduled to be talking about the future they will find that they are obliged to discuss, yet again, the legacy of the past; they were supposed to be giving a new political impetus to the construction of Europe; in practice, they will be forced to haggle once again about—you guessed it—the common agricultural policy. It is enough to make one despair.

At their last summit, at Fontainebleau before the summer holidays, the interlocking quarrels over Britain's excessive contributions to the European budget and about its future financing were essentially dropped. All that remained of the dog-eared agenda of the previous seven years was to finish off the membership negotiations with Spain and Portugal. Thus, the decks were to have been cleared for the Community to make a new start in life, and in particular for the member states to tackle the political and procedural paralysis which, for so long, has made it virtually impossible for the Community institutions to take reasonable policy decisions with reasonable dispatch. To this end, the summit set up a special committee, known as the Dooge Committee, after its Irish chairman, whose proposals for the revitalisation of the Community were to have been the centrepiece of the Dublin summit.

It was not to be. As if to underline the defects of the Community's decision-making processes, not merely did the 10 foreign ministers fail to conclude negotiations with Spain and Portugal, they even failed to agree among themselves on the terms to offer those countries. So, unless Dr Garret Fitzgerald, the Irish Minister and current President of the Community, has had some miraculous success in his last-minute pilgrimage round the capitals of Europe, he and his colleagues will have to spend their valuable time squabbling over the competing claims of French, Italian, and even German, the Greek and Italian olive oil producers.

This is a pity, because it means that they will have much less time to discuss the real future of the Community, and it turns out that the Dooge report is a much more interesting document than seemed at all likely when the committee was set up three months ago.

What gives it particular interest is that it begins to represent a clear line-up between those member states

## Foreign Affairs: the EEC

# The only way out of the impasse

By Ian Davidson

a more integrated Community, and those which are reluctant to make any such move. In the first camp are all six original members of the Community (France, Germany, Italy and the Benelux); in the second are Greece and Denmark; and somewhat uneasily in the middle stand Britain and Ireland.

Curiously, the objections of the foot-draggers are not directed primarily at the substantive policy targets set out in the report. To be sure, the so-called "footnote countries" (after the regularity with which they object to any political innovation in the Community) express all the expected reservations about the strengthening of foreign policy co-operation, especially on questions of security and defence; and Britain's Mr Malcolm Rifkind dutifully records the Treasury's objections to the idea of a European central bank and a common European currency. But in most other respects, the economic proposals put by with hardly a single footnote: complete freedom for the internal market, a common market for insurance, harmonisation of taxes, free movement of capital, co-operation of economic policies, the strengthening of the European Monetary System. (Even Mr Rifkind does not apparently object to the position that all member states should participate in the EMS: when the time is ripe, perhaps?)

By contrast, footnotes abound when we get to the parts which describe how we get there from here. This is the nub of the problem. After all, the Community has for years declared its devotion to all kinds of grandiose objectives—economic and monetary union, European Union, you name it. But in world, on balance and over time, gain net benefits. Con-

sequently, the reluctance to take votes simply encourages ministers to stick indefinitely to wholly unreasonable positions, as we have seen so often during the past 19 years.

The solution, according to seven members of the committee, is to move to majority voting in the Council of Ministers, not merely on all issues where it is permitted under the Treaty of Rome, but also (for the first time) on decisions which would require the harmonisation of national laws. This meets firm objections from Greece and Denmark, as well as qualified reservations from Mr Rifkind, who is only prepared to concede that there should be some (unspecified) increase in majority voting.

In theory, a coalition of the seven could on specific issues muster enough votes between them to secure the weighted majority required under the Treaty. But it stands to reason that majority voting cannot work satisfactorily as a general rule of decision-making in the Community unless all the member states accept the legitimacy of the procedure; and it cannot work at all unless almost all of them accept its legitimacy.

It is all very well to scoff at Chancellor Helmut Kohl as an old muddle-head who does not

really know what he wants or how to get it. But it simply will not do for Mrs Thatcher to assume that here is the only conception of the European Community which is valid and sensible, let alone that she is in a position to determine, by invoking a national veto, the speed or direction of future progress.

In particular, it will not do to assume that the Community can take a leisurely view. Britain, above all, has been banging on about the urgent need to sweep away all barriers to internal trade. Does anyone imagine that this can be done without systematic majority voting? Every year, thousands of new national barriers are erected: this is not a problem which can be tackled effectively by picking and choosing.

Moreover, it may no longer be safe to assume that the debate over the future of the Community can be confined to the gladiatorial contests between

mutually uncompromising national government leaders. There is another method of political mobilisation, more discreet, insidious and tentacular, which for 20 years was identified with the name and influence of Jean Monnet. There is good reason to believe that this method of persuasion and co-option is starting to move, especially not the British Government. The truth is that these warnings are the more plausible fall-back that the original Six member states would gang up on actions they can agree on, leaving Britain and her ill-assorted allies with the disastrous choice between taggging along or being left out.

It is all very well to scoff at Chancellor Helmut Kohl as an old muddle-head who does not

really know what he wants or how to get it. Hence, but during the '60s and '70s the French approach might have seemed anachronistic to the British as they bowed with relative suppleness to the winds of change. But today, when one compares the plight of Uganda, Tanzania or Ghana with that of the countries of French West Africa, one must ask which legacy has proved the more prosperous and durable. The greater residual commitment of the French has preserved an infrastructure in which development aid still has some chance of taking root.

Of course there is much more to the French approach than lies within the scope of the British Council—the administration of the external franc, for instance. But, as the agency charged with the export of Britain's language, education and values, the council still has important benefits to confer. A British Council library, somewhere in Africa, which might have seemed a colonial backwater ten years ago, could well be a lone oasis of intact books today.

There has recently been a tendency to justify the activities of the British Council as an extension of Britain's commercial diplomacy. The argument runs that cultural and educational links translate into commercial relations, and that future prime ministers will be inclined to trade with the country which gave them their education. This is, to quote Sir Anthony, again, "blindingly obvious" and it is a good, hard-headed argument to use on a hard-headed government.

The argument does, however, have an element of presumption built into it—that the former dependencies will develop and, like Malaysia, become lucrative markets. In reality, the "South" has now split into winners and losers. And it is the analysis of how to help the losers that the cultural element is in order, with much less reference about the worth of the language, the education and the values that Britain can contribute. It is plainly too late to rescue Sir John Burgh's budget for 1985, but not too late to suggest that the Overseas Development Administration lays still greater emphasis on the British Council's work in the next few years.



Mitterrand greeting Mrs Thatcher at the Franco-British meeting in Paris last week

## The real wage debate

From Mr J. Robinson

Sir—Bryan Gould's article on wage restraint (November 23) makes for depressing reading, but, fortunately for the unemployed, it is also misleading. The key to the real wage debate which has raged for so long is the division of an increase in aggregate demand between an increase in output and an increase in prices. In the United States aggregate demand rose sharply from 1982 onwards and, thanks to the flexibility of the labour market—of which real wage movements are an important aspect—a large part of this demand was satisfied by an increase in output and employment while only a small part was wasted in higher prices.

Those who can argue that the American recovery has been fuelled by falling real wages (has the Chancellor ever argued this?) one can indeed argue that real wage flexibility has been an essential pre-requisite of the recovery. The experience of the British economy suggests that the labour market is less flexible than its American counterpart, with the result that the bulk of an increase in aggregate demand is wasted in higher prices. In these circumstances an increase in aggregate demand produces little or no benefit.

Mr Gould introduces a red herring into the debate by equating the widely held view that real wage flexibility is an essential means of reducing unemployment with the rather odder view that flexibility is an efficient or even a sufficient means. To disprove the latter view he attempts to show that a cut in real wages would not reduce unemployment. Unfortunately he does not enlighten us on this point because his simulations of the effect of a fall in real wages—both his verbal discussion and also his use of the Treasury model—combine the fall with a tightening of policy which reduces the PSBR, holds interest rates constant and maintains the existing real exchange rate. It is not surprising therefore that the simulation produces little or no change in employment.

Whatever the result of such an exercise, however, it is not particularly useful because it is hard to imagine any government, including the present one, which would not be keen to expand demand if it could be sure that there was enough wage flexibility to allow a worthwhile increase in output. The practical problem, then, is to make some assessment of the degree of flexibility in the economy today and hence of the relative ease of the costs and benefits of an increase in demand.

J. N. Robinson  
14a, South Hill Park Gardens,  
NW3

## Letters to the Editor

### Taxes and pensions

From Dr D. Brown

Sir—I am concerned that the Government should apparently be contemplating a number of changes in the way in which pensions are treated for tax purposes. These changes will affect a wide range of people but are concentrated within the groups whose interests, the Government, most affects to protect.

In 1983 Norman Fowler started an enquiry into the pension scheme of the dimensions at that time highlighted many public (and Governmental) misconceptions as to what was fair when employees transferred their pensions entitlements from one employer to another. In brief many, including apparently, Mr Fowler, seemed to believe that "fairness" was represented by a transfer of years of service: this is not the case! It is not the case because there are manifest differences between company pension schemes. The first and most obvious difference is the annual rate (e.g. 1.60 per year of service) other differences may exist in widows' pension rights, etc. Such differences however ignore what is probably the most significant aspect that is the security of the promises which are made to employees on company schemes. The promises may look the same but are based on different funding assumptions. There are schemes where weak funding assumptions have already reduced to fulfilling only the minimal promise—pensions have been frozen! The effects of this can be seen by considering a 5 per cent inflation rate—this would reduce real income to 78 per cent in five years and a mere 61 per cent in 10 years.

After some debate the Government dropped its initial suggestions on transferability and commissioned a "consultative document". This was published in July 1984. The document itself is very bland and says little and it is its failure to be explicit which I find disturbing. It is disturbing because it fails to address any issue in detail and hence appears innocuous. This could well be far from the case. Hence the need to be explicit.

The second point which gives me great cause for concern is the suggestion that the Chancellor may be considering changes in the tax concessions

formed from a standing start into the largest new building programme proportionate to size in the grocery trade, with 12 store openings in 1984 and over 20 lined up for 1985. Every major supermarket's objective has been increased fresh food business—while we haven't been on TV talking about it—we have radically improved the profitable fresh food share of our business. In a little over a year 650 newly designed and specified own label lines have been launched enabling International to catch up with industry averages.

Improvements such as these have enabled us to attract some of the brightest young people from our competitors to participate in this reconstruction and in spite of the demands of steadily improving profitability we have invested in new talent and training more than ever before.

Having more satisfied all the objectives set for us by BAT Industries over the last two years I am confident that this management will meet any changed objectives from our change in ownership.

David Caulfield,  
Oceanside House,  
Bracknell, Berks.

### A merger of minds

From Mr M. Price

Sir—Having got through the day's backlog at 8.30 pm last Thursday, I was able to turn my attention to less pressing matters, namely reading past issues of the Financial Times. Having established the context in which I write, I see from Mr Turnbull's letter of November 14 that the toffee shop mentality is still alive and well in the ranks of the Institute of Chartered Accountants in England and Wales.

I find his attitude unconstructive for my own part. I know and respect many chartered accountants from the English Institute: the assertion that one must visit the local golf course to trace them after 11.30 am should be dismissed as a foul calumny brought about by envy. I am sure that many of them deserve six-figure salaries and associated perks.

Mr Churchill allows "an improvement in profitability in recent years." I would argue that a turnaround from £3.5m trading loss in 1981 to a profit of £10.3m in 1983 compares with the best rates of improvement in the grocery business and the high street in general. Further to this the published profits for the first half of 1984 showed a 30 per cent increase on the comparable period in 1983, so you can see this improving trend has continued.

More importantly, this was not achieved by a once-off simple rationalisation. These improvements were delivered while a massive programme of refurbishment, reorganisation and redirection was under way.

Two hundred stores, representing 70 per cent of International's turnover were refitted and updated in the last 18 months; a non-existent development programme was trans-

## British

# TELECOM

## British Telecommunications plc Offer for Sale

Kleinwort, Benson Limited, on behalf of the Secretary of State for Trade and Industry, announces that applications from the public for shares will be allocated on the following basis:-

### Number of shares applied for:

200-400 shares

800 shares

1,200 shares

1,600-100,000 shares

### Number of shares being allocated:

In full

500 shares

600 shares

800 shares

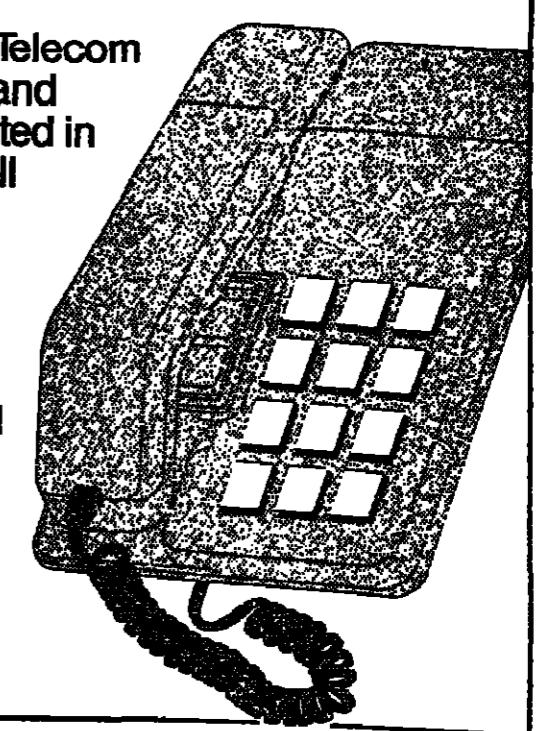
No allocation will be made to applicants for over 100,000 shares, and cheques submitted with these applications will not be presented.

Preferential applications from British Telecom employees and pensioners for up to and including 20,000 shares will be allocated in full. Applicants for higher numbers will receive 20,000 shares each.

A considerable number of multiple applications have been rejected.

Letters of Acceptance and, where relevant, return cheques will be posted on Monday 10th December, 1984, or as soon as possible thereafter.

Dealing prior to receipt of Letters of Acceptance will be at the seller's risk.



Monday December 3 1984

The world's  
leading distributor  
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Terry Byland on  
Wall Street

## A subdued celebration for bulls

THE TWELVE-MONTH anniversary of Wall Street's most recent bull market was celebrated last week in chastened mood. The Dow Jones industrial average ended the week 7.7 per cent below the 1,367 peak, and the stock market was shuffling downwards, pressing on the lower end of the trading range of 1,180 to 1,240 established since the summer.

Moreover, the market's unease was accompanied by a slightly bewildering array of straws in the wind. On the one hand, the board of General Motors, on the back of favourable sales trends in November, announced highly bullish views of the outlook for next year. But on the other, Mr John Templeton, of the highly successful Templeton Mutual Fund group, disclosed that his funds have shunned IBM stock because of the competitive nature of the computer industry.

Meanwhile, Wall Street, already unsettled by reports of White House frasas over budget spending plans, also has to contend with the Treasury's proposed tax restrictions. The Treasury announcement has already prompted postponement of one Wall Street new issue, and heightened the atmosphere of investment caution in other ways.

Under these conditions, it is hard to see the stock market catching fire. The argument that every indication of a slowdown in the economy is also an argument in favour of further easing in Federal Reserve credit policy begins to sound slightly hysterical.

Bateman Eichler, Hill Richards, points out in its latest investment summary that if the Fed is waiting to see the effects of the first round of rate cuts before trying again, then Wall Street could be disappointed. Bank prime rates have fallen from 13 per cent to 11½ per cent over the past six weeks – and seem set to fall to 11 per cent, with or without another reduction in the federal discount rate – but the Dow average has fallen by more than 17 points over the same period. So much for the much-vaunted easing by the Fed, at least as far as the stock market is concerned.

Now, just to complete Wall Street's confusion, money supply has jumped sharply and Dr Henry Kaufman warns that the Fed may stay its hand, still all all.

This is still a sector stock market, with the financial sectors outperforming the rest by a wide margin. Paine Webber follows the trend in recommending this sector, but includes some original twists to the theory that falling interest rates usually benefit the financial institutions before they benefit the borrowers for whom they are intended.

The firm believes that the strong rise in the savings and loans reflects that balance sheets will benefit from lower rates, earnings forecasts have in fact been downgraded by several brokers in view of the slowdown in the housing industry on the back of the economic slowdown.

Paine Webber is loyal in recommending stocks in the brokerage industry which have already begun to pull themselves out of the slough into which they fell as earnings slumped badly. In October stocks in the securities houses gained about 2.3 per cent against a background of a flat stock market. The key is the reduction in costs, largely because of the cutback in salaries and other compensation which represent 60 per cent of total expenses. Now, with bond prices strongly higher, Merrill Lynch, for example, increased earnings from \$58m to \$188m in the third quarter.

Some Wall Street analysts are taking a more favourable view of the money centre banks, which have been downgraded since the middle of the year. Some analysts believe that the "disaster scenario" in the Latin American loan department is now less likely. For the short term, Latin America, with the notable exception of Argentina, appears to be making progress on their liquidity problems. For those still bullish of the U.S. economy, there is the prospect that a long-term improvement in the free world economies will improve the outlook for Third World debtors.

There is a kick in the tail of the improvement in outlook, however, for the money centre banks. The U.S. regional banks which have risen strongly this year now look vulnerable to the problems of the domestic farming and energy industries revealed by Continental Illinois or First Chicago. Paine Webber is downgrading to neutral its rating of the West Coast banks.

## Case-IH consolidation may take three years

BY ANDREW GOWERS AND IAN RODGER IN LONDON

CONSOLIDATION of the European farm equipment operations of J. I. Case and International Harvester will not begin for several months and might take up to three years to complete.

A Case official said yesterday that a London press conference that the overlap between the Case and IH factories and dealer networks in Europe would be eliminated and Case would probably settle on a single line of products at some point rather than maintain both brands.

Last week, Tenneco, the parent company of Case, bought IH's farm equipment businesses in the U.S. and Britain and options on its French and West German operations for \$430m.

The Case spokesman said a detailed review of all European operations, including Case's four construction equipment plants, would be carried out over the next "several months". Case would help dealers merge and, in some instances, it

would close company-owned dealerships rather than hurt strong independents.

This week, Tenneco officials will visit banks in France and West Germany to seek the transfer of IH's local finance arrangements so the options to purchase those subsidiaries can be exercised.

Although Tenneco has said it would, if necessary, carry on in Europe without IH's French and German businesses, it wants them very much. IH is a leading tractor supplier in these countries, with a 14 per cent share in France and a 16 per cent share in West Germany, whereas Case itself has only minimal share.

Moreover, Case needs the IH plant at Neuss in West Germany, which is profitable and makes engines for all IH tractors in Europe, including those assembled in Britain. Even though Case may ultimately want to use its own engines in these tractors, the compa-

ny spokesman acknowledged yesterday that, for technical reasons, any change would be two years away.

Mr Donald Lennox, IH chairman, said at the press conference that the company's farm equipment division was heading for another \$300m loss in 1984-85 before the Tenneco deal was made. He predicted further mergers or collapses in the farm equipment industry because of depressed markets.

The Case-IH deal is bound to be the main talking point at the Royal Smithfield Show, which opens in London today. Rival manufacturers preparing their stands yesterday welcomed the move as a step towards eliminating excess capacity, but agreed it was not enough.

In the UK, tractor registrations have fallen more than 9 per cent this year; sales are down 4 per cent in money terms. Industry executives are bracing themselves for another dull year.

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Moreover, Case needs the IH plant at Neuss in West Germany, which is profitable and makes engines for all IH tractors in Europe, including those assembled in Britain. Even though Case may ultimately want to use its own engines in these tractors, the compa-

ny spokesman acknowledged yesterday that, for technical reasons, any change would be two years away.

Mr Donald Lennox, IH chairman, said at the press conference that the company's farm equipment division was heading for another \$300m loss in 1984-85 before the Tenneco deal was made. He predicted further mergers or collapses in the farm equipment industry because of depressed markets.

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## Test crash a setback for ICI fuel additive

By Elaine Williams in London

ICL HOPES to introduce a revolutionary fuel additive to prevent lethal fireballs from engulfing crashed aircraft on impact will be set back by at least a year after the apparent failure of a spectacular test crash over the weekend.

The \$11.7m crash on an airstrip in the Mojave desert in California, paid for by the Federal Aviation Administration (FAA) and the Royal Aeronautics and Space Administration, was supposed to prove that ICI's Avgard additive could reduce the risk of fire. Instead, the aircraft was engulfed in flames and ICI researchers will spend the next few days trying to find out what went wrong.

Mr David Lane, ICI's product manager, who saw the test said: "Despite the outcome of the test, we will be stepping up our commitment to the programme."

If that crucial test had proved Avgard's effectiveness, the FAA planned to issue a "Notice of Proposed Rulemaking". That is an important step in making compulsory the adoption of safety systems in aircraft. The FAA has not ruled out the possibility of issuing such a notice despite the outcome of the test.

Saturday's test was just one of many increasingly severe tests Avgard has undergone since 1978. Four controlled crashes of obsolete U.S. Navy Neptune aircraft mounted on high-speed tracks have taken place but none was carried out on an airborne aircraft coming into land.

A disaster on the ground at Tenerife Airport in 1977, when two jets collided, showed the danger of fire in potentially survivable crashes.

The fire hazard occurs when fuel escaping from ruptured tanks forms an explosive mist which for example can be easily ignited with sparks from broken metal pieces scraped together.

ICI Chemicals has spent more than \$15m and 17 years on the development of the fuel additive, with hopes that the market for Avgard would be worth more than \$1bn a year.

The company came up with a polymer codenamed FM-9, which, when mixed with a "carrier fluid", forms the Avgard additive. When added to jet fuel, it creates an anti-misting kerosene. ICI and the Royal Aircraft Establishment at Farnborough discovered that fuel misting was reduced or prevented when a high-molecular-weight polymer was dissolved in kerosene.

Preventing the mist forming would stop engines working, as all aerodynamics function by turning fuel into a fine mist which is sprayed into a combustion chamber and ignited. So designers have added to the fuel line supply an extra piece of equipment called a degrader, which negates the effect of the additive just before the fuel enters the combustion chamber.

The test did not go as planned. Engineers had designed the test to be potentially survivable with the Boeing 720 climbing to an altitude of 2,300 ft before being brought down by radio control to about 150 knots to crash-land with its undercarriage up. The fuel tanks in the wings were to be broken by obstructions in the ground and then exposed to ignition sources in the form of three sets of landing lights. The fuselage was to remain intact.

However, one wing was broken on landing but the fuselage penetrated by the runway obstacles ruptured the tanks under the fuselage. A large fireball erupted on impact and was then followed by a secondary fire, which caused considerable damage to the passenger cabin. This may therefore not be a valid test for Avgard.

Mr Lane said: "We had maintained all along that there would be flames, fire engines as they burned, spilling fuel and also small fireballs behind the aircraft. The plane was to have slid away from these but it appears not to have done so."

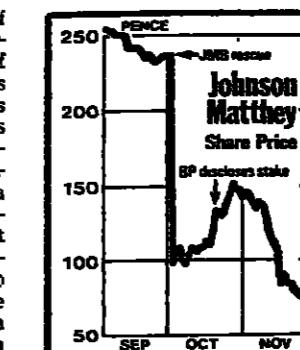
U.S. officials have yet to pass judgment on the additive, which they said had extinguished an initial fire on board the airliner.

Although damaging to Mr Hawke's authority, the result is unlikely to provoke any alteration in government policies. Mr Hawke said yesterday he was unlikely to make major cabinet changes, or to give it a more left-wing flavour.

On the other hand, the result has revitalised Mr Peacock and the Liberals, who have now firmly set their sights on dislodging Labor at the next election.

## THE LEX COLUMN

# Johnson Matthey passes the hat



Assuming that the auditors uncover no further horrors, JM's fully-diluted net asset value should on paper be at least £1 per share, while on the same basis earnings for the present year should exceed 8p per share. Either way, the 50p conversion price hardly looks expensive, particularly as shareholders enjoy the short-term protection of an 8 per cent coupon on the preference stock. And the valuation takes no account of either a bid from BP or the use, to someone else of tax losses in the order of £200m.

No one emerges with any credit from the Johnson Matthey affair. That the directors failed to exercise proper stewardship goes without saying: the JMB collapse showed up serious shortcomings in the Bank of England's supervisory methods, while Charter Consolidated demonstrated the limited value of 30 per cent holdings, even when accompanied by notional boardroom clout. The institutions, meanwhile, clearly acted too late in protecting their investment. It would be regrettable if, by failing to take up their rights, ordinary shareholders succeeded in making this run take even rimmer.

## Telecom

Kleinwort Benson has cheerfully routed the stags through the simple stratagem of slotting no more than 800 shares in Telecom to anyone who wants to buy them. This is as good as bust – the debt/equity ratio is about 180 per cent on fairly cautious assumptions – and the offer document itself is larded with warnings about further provisions and calls on capital.

Those warnings are not to be taken lightly. In its last annual report, JM stated solemnly that it had withdrawn from the finished jewellery market in the U.S. and had disposed of its stocks and other assets there. Yet, in the dismal interim statement accompanying the offer document, the company provided a further £10.8m against the cost of closing the U.S. jewellery business. Johnson Matthey is not a reliable investment.

Nor is it likely to provide much by way of dividends to ordinary



## SECTION II - COMPANIES AND MARKETS

# FINANCIAL TIMES

Monday December 3 1984



## Euroyen issue rush may lead to severe case of indigestion

THE DAWN of a whole new era breaks today in the Euromarkets with the official opening of the Euroyen bond market to non-Japanese corporate borrowers and government agencies.

Last week saw a frenzy of activity in both the bond market and certificate of deposit market which has also been liberalised from this week. There are now six new bond issues totalling nearly Y120bn under starters orders and as is often the case with novelties, most have been well received by investors.

Market behaviour, though, is already enough to set some bankers thinking. Have new issue managers in the born-again yen market already committed the original Euroyen bond sin of gluttony? In other sectors feast can quickly be followed by famine as investors get indigestion.

One reason for concern about such a large new-issue volume is that there is relatively little attraction to international investors in putting their money in yen. It is a currency that carries a low interest rate - most of the new issues yield about 7 per cent or slightly lower - and has little scope for appreciation against the dollar so long as capital exports from Japan continue to run at a high pace.

For the time being, however, such thoughts are evidently not uppermost in the minds of investors, least of all those who regard currency diversification as good in principle rather than just a matter of speculation. In the past it has not always been easy for these investors to find the right instrument. Domestic government issues are subject to tax, and Samurai issues (foreign bonds launched in the domestic market) are generally hard to trade.

What new issue managers are therefore counting on is a substantial pool of pent-up demand for yen instruments that are free of restriction to buy and easy to deal. In that sense the more paper that hits

the market in the early days the better as it will speed the development of secondary market trading.

It also helps that so many Eurobond issue managers are keen for prestige reasons to promote the new market. Obviously it was not going to take long before one of the primary market leaders like Credit Suisse First Boston (CSFB) turned up in a lead position on a new issue.

That is just what happened on Friday.

CSFB is running the books on the new Y10bn bond for Pacific Gas, the first time this position has been won by a non-Japanese institution.

All the razzamatazz in the Euroyen market tended to divert attention away from the dollar sector last week. It was not as if other sectors were quiet either. Apart from an exceptionally heavy DM 220m new issue volume in Germany, the Ecu market scored two firsts.

The Yankee issue for the EEC was increased by Ecu 50m to Ecu 200m, and on Friday Heron International of the UK launched a floating rate note, the first Ecu bond to carry warrants.

Elsewhere, the \$700m tender of floating rate notes by Sweden was about three times oversubscribed, confirming this borrower's ability to raise funds on a London Interbank Bid Rate basis. The average price fetched was 99.31 per cent with a high of 99.42 and low of 99.28. Income rights of 3/4 per cent were sold at \$70 apiece in respect of half the issue.

The steep increase in U.S. money supply meanwhile proved less of a jolt than had been expected in the fixed rate dollar sector. The 1 1/4 per cent issue for Household Finance slipped to a discount of 2 1/4 points on Friday, well outside its total fees of 1%. But the \$200m issue for Kellogg, which has the same fees, traded at just less than 3/4 for the seven year tranche and less 1% for the five year portion.

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Peter Montagnon

IF EVER there was an occasion for the Euromarket to rely on its often overworked rumour mill, Friday's announcement of a \$1bn note facility for Nestlé was it.

The facility, first mooted 10 days ago, was down-played by Nestlé last Tuesday when Herr Helmut Mancher, managing director, said it was on ice until the U.S. Federal Trade Commission ruled on the group's proposed takeover of Carnation. With great fanfare, the facility was suddenly launched late on Thursday night.

It is not as if Nestlé had much to be shy about. Not only is the facility the largest of its kind yet seen for a prime corporate borrower; it also comes on predictably fine terms, although the structure is complex.

Led by Credit Suisse First Boston the three-year facility replaces a \$2.5bn temporary bank loan taken out when Nestlé first announced the Carnation bid. It can be used to back up the issue of commercial paper in the U.S. or of short-term notes in the Euromarket. Or it can be used to arbitrage between the group's proposed takeover of Carnation. With great fanfare, the facility was suddenly launched late on Thursday night.

The fact that Nestlé can contemplate such arbitrage illustrates its exceptionally high standing in the Euromarket, where borrowing is normally more expensive than in commercial paper. Bankers believe that Nestlé should be able to sell three-month Euronotes at a yield

some 3/4 point below Libor, which would be just about on a par with the cost of commercial paper.

A facility that allows it to switch from one market to the other as relative costs fluctuate obviously thus has great appeal, but to make it possible, Nestlé has had to include an unusually large \$500m swing line that can be drawn on a same-day basis to meet any cash shortfalls. Those can arise because the payment process for commercial paper is immediate, while in the Euromarket it takes two days.

Drawings on the swing line will bear interest at the U.S. prime with

a one-basis-point fee each time a bank is being provided very drawing is made.

The basic underwriting fee on the facility is 5 basis points whether the back-up is used or not, although so long as it remains undrawn in the first year it will only be 3/4. There is a graduated scale of charges for actual use of the back-up facility, which means that any drawings will effectively yield a return to underwriters of about 20 basis points over Libor.

That means that Nestlé will pay a relatively heavy price in the unlikely event that it actually has to draw on the back-up. At the same time

the underwriting commitment from

nance the Carnation deal, and a commitment for which it is paying is more plausible than one that is free. At the same time, some argue that BAT Industries might be in for a rough ride if it does ever draw on its back-up, since the price charged by underwriters might at that stage be very high.

Elsewhere, Esselte AB has mandated Enskilda Securities, Merrill Lynch and Hambros to arrange a \$100m, seven-year Euronote facility. As in last week's issue for Bank of Baroda, the borrower itself will determine the price of the notes, while giving underwriters guaranteed access to a certain portion.

Peter Montagnon

## Nestlé facility ends the guessing game

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NEW INTERNATIONAL BOND ISSUES															
Borrower	Amount m.	Maturity	Avg. life years	Coupon %	Price	Lead Manager	Offer yield %	Borrower	Amount m.	Maturity	Avg. life years	Coupon %	Price	Lead Manager	Offer yield %
<b>U.S. DOLLARS</b>								<b>D-MARKS</b>							
Tescom Corp. <sup>†</sup>	20	2000	16	3 1/4	100	Yamachi Int.	3.250	Fag Electric <sup>†</sup>	120	1990	5	(3 1/4)	100	Deutsche Bank	2.000
Sunbeam Ready & Dry. <sup>†</sup>	40	1985	5	8	100	Deva Ecu., Sunbeam Fin. Int.	8.000	Finsa <sup>†</sup>	100	1992	7	7 1/2	100	WestLB	7.875
Yamachi <sup>†</sup>	20	2000	16	3 1/4	100	Yamachi Int., CSFB	3.250	East Asiatic Co. <sup>†</sup>	100	1991	7	7 1/2	100	Commerzbank	7.750
Sweden <sup>†</sup>	700	1995	11	3 1/4	100	Yamachi Int., Mgn. Stanley	1.227								
Hipson Electronics <sup>†</sup>	150	2000	15	(3 1/4)	100	Tamco Int.	1.227								
Swiss Int. Fin. <sup>†</sup>	150	1992	7	11 1/2	100		1.227								
Alcoa Int. (d) <sup>†</sup>	50	1988	15	12 1/4	99 3/4		1.227								
Kellogg Co. <sup>†</sup>	100	1992	5	11 1/2	99 3/4		1.227								
Kellogg Co. <sup>†</sup>	100	1993	5	10 1/2	99 3/4		1.227								
Queensland Dev. Auth. <sup>†</sup>	100	1989	5	11 1/2	100		1.227								
EEC <sup>†</sup>	100	1990	5	11 1/2	100		1.227								
Household Fin. Corp. <sup>†</sup>	100	1992	7	11 1/2	99 3/4		1.227								
Contract S&L <sup>†</sup>	1200	2010	25	8	5.995		1.227								
U.S. Treasury <sup>†</sup>	1000	1989	5	11	99.227		1.227								
American Brands <sup>†</sup>	100	1987	3	11	100	Mgn. Stanley	1.227								
<b>CANADIAN DOLLARS</b>								<b>SWISS FRANCS</b>							
World Bank <sup>††</sup>	100	2003	99	(c)	100	Domino Secs., Prifield, Wood Gundy, Michael Young Warb	11.706	Swiss Reinsur. & D. <sup>†</sup>	130	1990	2	100	CS	2.000	
LTCB <sup>†</sup>	75	1990	5	11 1/2	100 1/4	LTCB Int., Mgn. Guerney, Wood Gundy, Domino Secs., Prifield	11.706	New Zealand Steel <sup>†</sup>	50	1986	5	(7 1/2)	100	Bank Gotzwiller K.B.	5.784
New Brunswick <sup>†</sup>	75	1995	10	12	100 1/2	Wood Gundy, CSFB	11.706	World Bank <sup>†</sup>	150	1994	5	5 1/2	100	CS	5.500
<b>AUSTRALIAN DOLLARS</b>								EEB <sup>††</sup>	60	1988	5	5 1/2	100	Chicopee (Switz)	5.875
James Hardie <sup>†</sup>	30	1989	5	13	100	Deutsche, UBS (Secs)	11.706	City of Tokyo <sup>†</sup>	60	1994	5	5 1/2	100	Chicopee (Switz)	5.316
<b>NEW ZEALAND DOLLARS</b>								Alber. Knutveier <sup>†</sup>	160	1994	5	5 1/2	100	UBS	5.375
Dunlop Olympic <sup>†</sup>	25	1990	5	15 1/2	100	Deutsche, UBS (Secs)	11.706	Gillette Co. (e) <sup>†</sup>	150	1994	5	4 1/2	100	Sedis	4.750
<b>D-MARKS</b>								Seiko Co. <sup>†</sup>	35	1990	5	(2 1/2)	100	Wirtschafts- und Prbk	—
South Africa <sup>†</sup>	250	1992	8	7 1/2	100	Deutsche Bank	7.750	First Boston <sup>†</sup>	60	1994	5	(5 1/2)	100	UBS	3.750
DBS Finance <sup>††</sup>	200	1991	7	3	100	Dresdner St. UBS (Secs)	7.750	Tatoco Chemicals <sup>†</sup>	30	1989	5	3 1/2	100	UBS	4.500
Linde Int. <sup>†</sup>	150	1994	10	3 1/2	100	Deutsche Bank	7.750								

\* Not priced. <sup>†</sup> Fixed terms. <sup>††</sup> Private placement. <sup>‡</sup> Convertible. <sup>†††</sup> Floating-rate note. <sup>§</sup> With debt warrants. <sup>¶</sup> With equity warrants. <sup>(a)</sup> 1/4 over 3-month Libor. <sup>(b)</sup> 1/4 over 6-month Libor. <sup>(c)</sup> 0.45% + 3-month T-Bill rates, reset monthly. <sup>(d)</sup> Coupon reset after 5 yrs. <sup>(e)</sup> Real currency. <sup>(f)</sup> Spread over average yield on St. Coated bonds, with maturities of 5 yrs or more, refined after 5 yrs. <sup>(g)</sup> 1/4 over 6-month Libor. <sup>(h)</sup> Equal to Libid. <sup>(i)</sup> Equal to Libid. <sup>(j)</sup> Registered with U.S. SEC. Note: Yields are net on ABD basis.



## Province of British Columbia

Can. \$100,000,000

## INTERNATIONAL CAPITAL MARKETS

## U.S. MONEY AND CREDIT

## M1 jump dashes hopes of Fed relaxation

THE INITIAL euphoria in the bond market following the previous week's discount rate cut in the U.S. discount rate has soon disappeared and there is a growing feeling that perhaps the recent sharp drop in U.S. interest rates has largely run its course.

For most of last week U.S. bond prices drifted lower but the news of a surprise \$6.7bn jump in M1 led to a sharp drop in long-term bond prices late on Thursday. The market has generally concluded that the jump in money supply—more than three times the increase expected—had dashed hopes of any further easing in the FED's monetary policy in the short term.

By Friday evening, the government long bond, Treasury 11½ per cent, out 2014, was showing a loss of around two points for the week at 101/25/32 and its yield had risen over 20 basis points to 11.53 per cent.

In the short-term money market, rates continued to adjust following the previous week's discount rate cut. The rate at the previous auction of 13-week Treasury bills on Monday fell 16 basis points to 8.43 per cent and the rate on 26-week bills dropped nearly 30 basis points to 8.50.

U.S. MONEY MARKET RATES (%)					
	Last Friday	1 week ago	4 weeks ago	12-month ago	Yield
Fed Funds (weekly average)	8.43	8.45	8.50	11.77	8.34
3-month Treasury bills	8.43	8.45	8.57	10.77	8.34
Six-month Treasury bills	8.42	8.42	8.53	11.03	8.44
Three-month CDs	8.67	8.65	8.60	11.90	8.75
30-day Commercial paper	8.55	8.65	8.45	11.35	8.50

Source: Salomon Brothers (estimates)

Money Supply: In the week ended November 19 M1 rose by \$6.7bn to \$562.1bn.

U.S. BOND PRICES AND YIELDS (%)

	Last Friday	Change	1 week ago	4 weeks ago	Yield
Seven-year Treasury	102½	-1½	11.50	11.13	11.57
10-year Treasury	102½	-2½	11.55	11.32	11.50
10½-year Treasury	107½	-1½	11.85	11.32	11.54
New 10-year "A" Financial	N/A	-1½	12.25	12.00	12.38
New "AA" Long utility	N/A	-1½	12.25	12.00	12.50
New "AA" Long Industrial	N/A	-3	12.38	12.03	12.50

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## INTERNATIONAL CAPITAL MARKETS AND COMPANIES

## CORPORATE FINANCE

## Saint Gobain shows strength of the Ecu

THE EUROPEAN currency unit has been increasingly hitting the headlines as a financial tool for bankers, borrowers and money dealers. One man who believes that the Ecu, having established itself as a unit of value on international financial markets, is now moving towards use as a transaction currency in commercial operations is M Jacques Pillet, treasurer at Saint Gobain.

M Pillet should know. Saint Gobain, the French state-owned conglomerate with activities ranging from glass-making to pipes and construction, has been one of the pioneers in promoting use of the Ecu in the corporate treasury field.

Saint Gobain, with only 34 per cent of its roughly FFr600m turnover actually in France (15 per cent represents exports

from France and 51 per cent assed by foreign production units), has been long-exposed to the blustery winds of exchange rate fluctuations.

As part of a drive to bring in an internal accounting system resistant to undue changes in exchange rates, the company in 1981 started to denominate internal group transactions in Ecu. In 1983, in line with the growth of Ecu trading facilities available from the banks, it started to use the Ecu as a transaction currency.

Now the time may have arrived for more outside clients of Saint Gobain to start using the Ecu, too. The group's annual Ecu transactions currently total only around FFr 500m, mostly representing sales and purchases by subsidiaries.

But judging by the interest

now being shown by other companies—at first slow to change their habits—FFr 1bn-1.5bn of Saint Gobain's business next year could be denominated and settled in Ecu. Mr Pillet says:

"1984 has been the most important year for the use of the Ecu in financial operations; 1985 could be the year when it makes an impact in the commercial field, too."

Important state clients—such as East bloc and Middle East countries—are also developing more interest in Ecu deals, he says.

Saint Gobain's use of the Ecu on the financial markets has accompanied the gradual winning of acceptance of the unit as a way to denominate bond issues and credit deals over the last few years. Including an Ecu issue of non-voting loan stock (titres participatifs) earlier

this year, the company now has Ecu 250m in Ecu bonds or outstanding, plus an additional Ecu 100m which could be subscribed in the future as a result of warrants attached to existing issues.

Adding several hundreds of millions of Ecu's in outstanding credit lines with banks, Ecu borrowing makes up about half the group's foreign debts.

M Pillet, who is also chairman of the French corporate treasurers' association, says that the Ecu now holds its own in currency trading alongside dollars, D-marks and sterling. As a mark of sophistication, four- to five-year cover in Ecu is available on the forward market, he says.

Whereas in 1982 or 1983 Ecu trading was relatively limited, Saint Gobain now feels happy dealing in Ecu's with all the

major French, Swiss, British, Belgian and West German banks (the latter through their Luxembourg outlets, since the Bundesbank still rules out use of the Ecu on the German financial market).

M Pillet is a former currency dealer with Banque Indosuez, which he left 14 years ago. He has been pushing, through the treasurers' association, for more freedom in corporate financial management, where French companies are still heavily constrained by exchange controls.

Although Saint Gobain is allowed relative flexibility as one of France's largest trading corporations, it still feels hamstrung by overall restrictions which prevent importers buying foreign currency to cover purchases from abroad.

David Marsh

## Singapore trading group closes doors

By Chris Sherwell in Singapore

CHOP HOO THYE, a long established Singapore trading company best known for its line in canned food, has closed its doors and owes an estimated \$800m (US\$480m) to local and foreign banks.

The family-run company stopped trading on Friday in what bankers are calling the biggest crash of a private business since Lee Wah Cane Furniture, another local group collapsed last year, owing about \$550m to two dozen banks.

The affair has raised questions about the way local banks indulge in "name lending" to customers on the basis of personal guarantees, and has drawn attention to the ease with which borrowers can tap several banks independently for large sums of money. Inevitably it has also quickly revived calls for the establishment of a central credit information bureau in Singapore.

The company is an import-export concern dealing mainly in canned food stuffs. Its warehouses and offices shut on Friday after bank creditors were sent letters saying their loans could not be repaid. The reasons behind the apparent collapse are not clear, and the names of the banks involved have not been confirmed.

## Restructuring at Neue Heimat

By RUPERT CORNWELL IN BONN

A SWEEPING restructuring has been unveiled at Neue Heimat, the long-troubled West German property group—largely to help its development subsidiary, Neue Heimat Städtebau (NHS), cope with further estimated losses of between DM 80m and DM 100m (\$32m) for 1984.

The deficit follows one of DM 125m run up in 1983, and comes on top of the total of some DM 1bn which the West German trade union movement, as ultimate owner of Neue Heimat, is reckoned to

have had to pump into NHS between 1981 and 1983.

At the same time NHS is being converted from a limited liability into a joint stock corporation. This will enable the 1984 losses to be covered by a capital increase and subsequent capital write-down.

The main source of the financial difficulties of the concern, which in 1983 blew up into a scandal deeply embarrassing the German union movement, remain its overseas operations, in particular its holding in Latin America. However, costly

NHS developments in Paris and Monte Carlo have now been sold, easing its financial position.

Meanwhile, the 17 member unions of the DGB, the main union confederation here, have withdrawn as direct shareholders of Neue Heimat Gruppe, the parent concern. Their previous 41 per cent stake in the DM 60m capital of NHS will be transferred to the union's joint holding company, BGAG. In the process lifting the latter's holding in NHS to 98 per cent.

He returned to the colony at the weekend, after three days of talks in Dublin to try to put together a rescue package. However, Mr Jim Mitchell, Ireland's Minister for Communications, declined to see Mr Chao and other delegates.

Mr Chao said on Saturday that the five Asian companies which chartered nine vessels to Irish Shipping had offered to accept only £37.5m (\$37.8m) in place of the charters, which were due to stretch up to eight years. Legal action was being considered if an amicable deal could not be reached.

The Irish Government estimated that continuation of the charters of seven of the bulk carrier vessels—two were bought by Irish shipping earlier this year for \$42m—would have cost about £56.5m, representing the difference between the ship's present charter rates and the now lower market rates.

In exchange, the subsidiary will receive a superiority claim of up to \$140m against Storage Technology.

This will effectively secure

the loans of Storage Technology's banks, which are owned more than \$111m by the finance subsidiary. The banks are understood to have been involved in working out the plan.

## Shipowners count cost of Irish collapse

By Andrew Fisher, Shipping Correspondent

THE COLLAPSE of Irish Shipping, the state-owned company for which liquidation proceedings start today, could lead to losses of more than \$100m in future charter payments for Far Eastern shipowners, said Mr Frank Chao, president of the Wah Kwong shipping company in Hong Kong.

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The group expected sales of Skr 400m (\$45m) this year

## Bayerische Hypotheken earnings improve

By Jonathan Carr in Frankfurt

THE Bayerische Hypotheken und Wechselbank of Munich has joined other leading West German banks in reporting an earnings improvement since mid-year.

The Hypo-Bank said its partial operating profit, which includes interest and commission earnings less personal and other expenses, was down by 9.5 per cent in the first 10 months to DM 593m (\$190.6m). In the first half the cut had been 14 per cent.

The interest surplus in the first 10 months dropped by 3.3 per cent to DM 1.2bn, while the commissions surplus rose by 8.3 per cent to DM 179.5m.

The bank did not specify its full operating profit, which includes the results of trading on its own account. It expected a "satisfactory result" for the year as a whole, however.

• Berliner Handels und Frankfurter Bank has announced partial operating profit, excluding trading results, of DM 101m in the first 10 months against DM 593m for the same period in 1983.

The interest surplus for the 10 months was marginally higher at DM 183m from DM 175m in 1983, and commission surplus rose by DM 1m to DM 84m.

## Beijer lifts stake in Fermenta

By David Brown in Stockholm

INVESTMENT AB Beijer, the Swedish investment company, which withdrew as a direct shareholder of Fermenta, the rapid growing Swedish biotechnology and fine chemicals company, for an unspecified sum.

Fermenta is one of the main biotechnology companies in Scandinavia, producing base penicillin (in which it accounts for 10 per cent of the world market) and other antibiotics.

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## INTERNATIONAL APPOINTMENTS

## Board sackings for Continental Illinois

By WILLIAM HALL IN NEW YORK

THE Federal Deposit Insurance Corporation (FDIC), which rescued CONTINENTAL ILLINOIS from near failure earlier this year, is sacking more than half of the board of the troubled Chicago bank. Continental is expected to announce shortly that most of its directors will not stand for re-election at next year's annual meeting.

The banking community had expected a new board to be appointed as soon as possible, but it is understood that the new management team at Continental, headed by Mr John Swearingen and Mr Bill Ogden, have been opposed to the sweeping reorganisation of the bank's board because they will find it hard to find replacements of the same calibre.

Continental's board of directors has always been one of the most prestigious in the mid west. Mr James Bere, chairman and chief executive of Borg-Warner, Mr Robert Malouf, chairman of FMC, and Mr William Johnson, chairman and chief executive of IC Industries, are among those who will

## Governor at Bank of Japan

By Our Financial Staff

Mr Satoshi Sumita has been appointed successor to Mr Haruo Maekawa as Governor of the BANK OF JAPAN. Mr Sumita, whose appointment to leadership of the central bank was overshadowed by September, when Mr Maekawa announced that he was due down will take office on December 17, after formal Cabinet confirmation.

He has been Deputy-Governor since 1978.

Mr Yasushi Mieno, currently a central bank director, is to take up the Deputy-Governor's post.

## President for Fiat France

By Our Milan Staff

Sig Giorgio Frasca has been appointed president of FIAT FRANCE, following the recent resignation of Sig Vittorio Chiusano. Sig Frasca has since 1982 been vice-president and director-general of the French offshoot of the Italian motor company.

Sig Chiusano, who had been with Fiat for 30 years and was also the Turin-based group's director for European Community relations, resigned to devote himself full-time to his work as a member of the European Parliament.

## Avesta brings in new chairman

By DAVID BROWN IN STOCKHOLM

AVESTA, the troubled, Swedish stainless steel concern, has appointed Mr Gunnar Engman as working chairman to replace Mr Sten Wikander, in an attempt to "strengthen and intensify" its restructuring effort.

Mr Wikander, who is also president of the Fourth National Pension Fund, has been involved in controversy with executives of A. Johnson and Co, the Swedish industrial and trading group which owns Avesta.

Avesta was formed during the broad-ranging restructuring of the Swedish stainless steel industry. A public share offering

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## UK COMPANY NEWS

John Moore on the start of an international broker-dealing venture  
**Rowak's drive for global trading**

THIS MORNING, in a smart office complex near Broadgate, one of the most ambitious alliances formed in the financial services upheaval in London will start a new but to compete internationally with powerful overseas rivals.

S. V. Walker, the merchant bank, Rowak & Pitman, the stockbroker and Akrayd & Simthers, the stockjobber, as part of a grand plan to merge their businesses with Muliens the stockbroker, have formed a new company, Rowak. The combination, which includes related research, distribution and trading activities of Akrayd and Rowak & Pitman, Rowak will have £17m of capital, and starts trading today.

In effect, the new operation represents the UK's first major international broker-dealer venture and an indication of the shape of things to come in the British securities market.

The formation of the international broker-dealer is the result of the UK's Exchange's relaxation of its rules last year for trading in overseas equities and further hard lobbying by Akrayd and Rowak & Pitman, and others in the market, with the Stock Exchange authorities. Originally, the Stock Exchange had ruled that it was not possible to form international dealing subsidiaries which could only trade as principals or market makers. This was designed to

minimise conflicts of interest.

Within the same change, gave the brokers a recognised principal's role and more flexibility for the jobbers to deal with the ultimate customer for a foreign stock. It did not put international dealing operations of British firms on an equal footing with their overseas rivals.

In October this year the Stock

Exchange finally yielded to the pressure within the market and allowed the international dealing subsidiary, which had been

unable to make markets in foreign securities, have not

actually been able to break through into institutional business because we have not had the research or distribution capabilities. Now for the first time we are linking these together. We can give as good a service as Merrill Lynch."

But will institutions prefer Rowak over the big U.S. securities houses for dealing in American stocks where local knowledge and wider dealing experience put UK firms at a competitive disadvantage? Mr David Russell, another member of the Rowak team and a Rowak & Pitman man, believes that they will. He argues that Rowak's own locally based offices, which have been operating through the 1983 period, will be centres which New York has solved the "credibility factor".

He reckons that institutions will "more and more want to do

one-stop shopping — rather than go to an American or Japanese broker — where they feel that the whole world is being surveyed and get the answers to all their questions."

For the future, Rowak is looking to do around 400 more trades a day, locally in London and a substantial volume of business carried out through the overseas offices. Unlike some of its British competitors developing international dealing subsidiaries, Rowak will be dealing in its native market rather than the Stock Exchange alone.

"If we were involved in a market where there was a tremendous amount of "floor" interest we would pitch our stall where the action is," says Mr Raven. But screen-based dealing is cost effective.

The main problem for Rowak is keeping its 200 staff together in the new venture. There have been departures — most notably the four-man dealing team which specialises in dealing in Far Eastern securities for Akrayd. They are leaving to join House Greatrex, which has joined links with Security Pacific, the Californian bank, where they will help operate the international dealing subsidiary. Others are rumoured to be restless.

Appropriately, Rowak's offices, once so closed and courted by a large modern sculpture of a bucking horse and rider.

**Freshbake falls to £509,000**

EFFECTS of reorganisation have had a temporary adverse impact on first-half profit from Freshbake Foods Group. And this has been aggravated by having to adopt merger accounting principles in respect of acquisitions as one of them ran at a loss in the pre-acquisition period.

For the six months ended September 30 1984, profit before tax has fallen from the budgeted £950,000 to £509,000. However, the directors are confident of a "satisfactory outcome" to the year ending March 31 1985, with full benefits of the integrated acquisitions reflecting in profits for the following year. They still intend to move from the USA and apply for a full listing as soon as practicable.

The directors say the adverse

impact arising from the reorganisation has coincided with higher volume generated from the new listings for the company's products. This, coupled with a continuing upward trend in raw material prices (particularly meat) will have an important bearing on the final result.

Including the figures for Baughan Foods and Muirson Brothers, turnover for the group, up to the half year, rose from £1.3m to £27.23m but the operating profit therefrom fell from £98,000 to £56,000. Mainly as a result of reorganising group production capabilities, however, Baughan's returned to profit in the last two months and made £250,000 (£166,000) for the period. Muirson's has produced "excellent results" since it was acquired and turned in a profit of £136,000 (£77,000) to date.

F. H. Tomkins distributor of industrial fasteners and motor components, is raising £3m through a placing of 2.45m shares, 8.6 per cent of the expanded equity, at 123p each. Tomkins shares closed at 138p, up 1p, on Friday.

Proceeds will reduce debt and will finance a £250,000 stock control system and a £300,000 distribution department.

Tomkins said the placing arranged by Simon & Coates, "will permit considerable cost savings compared with a rights issue of shares, particularly in terms of underwriting costs, and will benefit Tomkins because of the value at which shares can be issued." It sought shareholder approval at an EGM on December 24.

Tomkins is also expanding through an agreed firm bid for Hayters, lawn mower manufacturer.

**Goodhead splits from parent in £4.5m deal**

BY CHARLES BATCHELOR

Goodhead Print Group, the printer of the Mail on Sunday cartoon supplement, has split from its parent company, Technicals, in a deal worth £4.5m. The split step towards Goodhead, a leading printer of magazines, house journals and free newspapers seeking a quotation on the Unlisted Securities Market, probably next year. Goodhead also announced yesterday record pre-tax profits of £641,000 in the year ended May 31, 1984, on turnover of £19m. A further rise to £800,000-900,000 appears possible for the current year.

Mr Colin Rosser, chairman and chief executive, will retain control of Goodhead with a 54 per cent stake in its equity. A 36

per cent stake has been taken by four institutions and a number of clients of Capel-Cure Myers, the brokers who arranged the deal.

The institutions are Investors in Industry, CIN Industrial Investments, Equity Capital for Industry and Gresham Trust. Mr Malcolm Dunmore, technical director of Goodhead, has a 10 per cent holding.

Goodhead was established in 1972. It employs 450 people mainly in Bicester and Banbury, Oxfordshire, and in Bristol. Technicals, housebuilder, is run by Tom Rosser, elder brother of Colin Rosser. "We decided to demerge because their activities are not in our sphere," said Colin Rosser.

**NOTICE OF REDEMPTION TO HOLDERS OF INDUSTRIAL BANK OF FINLAND LTD**

Kuwaiti Dinars 6,000,000

7½ per cent. Guaranteed Notes due 1989

NOTICE IS HEREBY GIVEN that, pursuant to the provisions of the Notes of the above-mentioned issue, Kuwait Investment Company (S.A.K.), as Fiscal Agent, has drawn by lot, for redemption on 15th January, 1985, at 100% of the principal amount thereof through operation of the Sinking Fund, Kuwaiti Dinars 600,000 principal amount of said 7½% Notes due 15th January, 1989, bearing the following distinctive numbers:

00001-00020 01561-01600 04071-04130  
00032-00056 01826-01840 04480-04490  
00101-00140 02346-02280 04561-04585  
00211-00255 02771-02805 04926-04980  
00436-00490 03061-03085 05071-05085  
00911-00935 03131-03140 05501-05564

The Notes specified above will become due and payable in Kuwaiti Dinars at the offices of Kuwait Investment Company (S.A.K.), Mubarak Al-Kabir Street, Kuwait City, State of Kuwait, or, at the option of the bearer, but subject to applicable laws and regulations, at Citibank, N.A., 336 Strand, London WC2R 1HB and at Kredebank S.A. Luxembourg, 43 Boulevard Royal, Luxembourg, by cheque drawn on a Kuwaiti Dinar account with, or by a transfer to a Kuwaiti Dinar account maintained by the payee with, a bank in Kuwait. From, and after, 15th January, 1985, interest on the above mentioned Notes will cease to accrue.

Notes should be surrendered for payment together with all unmatured coupons appertaining thereto, failing which the face value of the missing unmatured coupons will be deducted from the principal amount.

The aggregate principal amount of Notes remaining outstanding after 15th January, 1985, will be Kuwaiti Dinars 3,600,000.

KUWAIT INVESTMENT COMPANY (S.A.K.) on behalf of Industrial Bank of Finland Ltd.

Dated: 1st December, 1984

**FINANCIAL TIMES STOCK INDICES**

Nov. 50	Nov. 29	Nov. 28	Nov. 27	Nov. 26	Nov. 25	1984 High	Low	Since Compilatn
Government Secs	85.00	85.12	82.86	83.00	83.05	83.77	78.72	127.4
Fixed Interest	86.11	86.22	86.15	86.05	86.08	86.03	87.48	80.45
Industrial Ord.	917.3	926.8	926.2	926.3	922.1	910.3	929.3	914.4
Gold Mines	854.3	860.6	859.8	857.6	856.2	711.7	485.7	734.7
FT Act. All. Share	560.28	563.30	563.61	568.62	554.07	549.68	563.20	464.94
FT-SE100	1181.3	1187.9	1187.5	1178.0	1168.8	1187.9	980.9	1187.9

The following securities have been included in the Share Information Service:

Appleton (A. & P.) Group (Section: Industrial), Ems Hill Gold Mines Ltd. (Mines—Australians), Fergabrook Group (Industrial), Iceland Frozen Foods Holdings (Food—Cereals), Tysack (W.) Sons & Turner (Engineering).

For terms and details of services now available on Prestel, page 48148.

**U.S. benefits set up Johnson Cleaners for growth next year**

BY RAY MAUGHAN

For the future, Rowak is looking to do around 400 more trades a day, locally in London and a substantial volume of business carried out through the overseas offices. Unlike some of its British competitors developing international dealing subsidiaries, Rowak will be dealing in its native market rather than the Stock Exchange alone.

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will pay next April a second interim dividend of not less than 15.42p per share in respect of 1984, which would bring this year's distribution up by over 50 per cent to not less than 18.6p per share.

Johnson also said that its proposed dividend will be either £40.1m or £42.1m. The first assumes open market value subject to vacant possession, or existing sub-leases in the case of non-trading properties.

Nottingham has been sharply aware that Johnson may have attempted to show values on a vacant possession basis, and has been preparing an attack on the company's defences. Johnson must continue to trade from its high street estate. But the core of the defence is that a proportion of the portfolio, either occupied or vacant, can be sold each year to provide funds for further U.S. expansion.

For the current year are expected to rise by 37 per cent to £100.2m by June 29, 1985. The directors are forecasting a 5.1m by some margin a 12 month return.

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## **NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES**

*Closing prices, November 30*

**Continued on Page 22**

*Closing prices, November 30*

## AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES

**Continued on Page 23**

## NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

previous 52 weeks plus the current week, but not the latest trading day. Where a split or stock dividend amounting to 25 per cent or more has been paid, the year's high-low range and dividend are shown for the new stock only. Unless otherwise noted, rates of dividends are annual disbursements based on the latest declaration.

a-dividend also extra(s). b-annual rate of dividend plus stock dividend. c-liquidating dividend. clc-called. cnew-new year low. e-dividend declared or paid in preceding 12 months. g+dividend in Canadian funds, subject to 15% non-residence tax. i-dividend declared after split-up or stock dividend. j-dividend paid this year, omitted, deferred, or no action taken at least 12 months. k-dividend declared or paid this year, an accumulation issue with dividends in arrears. n-new issue in the past 6 weeks. The high-low range begins with the start of trading. nd-next day delivery. P/E-price-earnings ratio. r-dividend declared or paid in preceding 12 months, plus stock dividends. s-stock split. Dividends begin with date of split. sl-salary dividend paid in stock in preceding 12 months, estimated cash value on ex-dividend or ex-distribution date. u-new yearly high-yield trading held. vi-in bankruptcy or receivership or being an unorganised under the Bankruptcy Act, or securities assumed by such companies. wd-when distributed. wi-when issued, with or without warrants, x-ex-dividend or ex-rights. xdc-ex-distribution date. xw-without warrants. y-ex-dividend and sales in full. yid-yield x-sales in full.

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## CONSTRUCTION CONTRACTS

### Lelliott wins £11m in London

THE JOHN LELLIOTT GROUP has been awarded contracts totalling £11.5m for various projects including Universe House, Harvey Nichols, Gloucester Hotel, Barracuda Club and Sadiers Wells.

\* MTON has been awarded a £2m contract by Wesley Estates (part of M.E.P.C.) for the construction of about 90,000 sq ft of warehouse and industrial accommodation in Greenford, Middlesex. The nine speculative units will be constructed in two blocks, the first consisting of five warehouses with a total floor area of about 40,000 sq ft. The second block has four units with a total floor area of 18,000 sq ft. A further 36,000 sq ft is to be constructed in a unit and as a distribution warehouse. The structures, using precast concrete and steel portal frames with power floated floors, will include profiled external cladding and metal roof sheeting. Completion is scheduled for early September 1985.

\* CRITTALL CONSTRUCTION, a member of the Norcross Group, has won a £2m contract for curtain walling for an office building in Reading—the Abbey Gardens scheme being undertaken by M.E.P.C. and Legal and General.

### £6m City office block

BY JOAN GRAY, CONSTRUCTION CORRESPONDENT

MOYLEM has won a £6m contract to build a seven-storey 65,000 sq ft office block at 77-80 Gracechurch Street—in the heart of the City of London—for Land Securities, subsidiary of The City of London Real Property Company.

The contract—which Moylem won in competitive tender—Involves excavating the

### Tarmac

Contracts worth over £7m have been awarded to TARMAC CONSTRUCTION. The largest, at nearly £2m, is for a warehouse at Worcester for Kay and Company. It is scheduled for completion next summer. Other projects include refurbishing a building at Petercourt, Peterborough, for Peterborough Development Corporation (£954,000); modernising 61 homes at Castle Donington, for North-West Leicester District Council (£686,000); modernising

land stores and brick-

works starts this month for completed in August 1986, and Land Securities hope to let the building to a bank or insurance company.

### Brignell builds in Cambridge

A £1.2m private housing scheme for the retired at Arbury Road, Cambridge, is part of new work worth over £2m awarded to JOHN BRIGNELL. The contract, for 67 flats, has been placed by Anglia Secure Homes. Work on the site is due to commence this month for completion in February 1986.

A second contract is for a £800,000 development of shops and offices at 164-167, Castle Road, Cambridge, the site of the former Marconi for Abbey Properties. The development will include an 8,000 sq ft ground floor for the House of Holland.

John Brignell is also involved in the fourth phase of the comprehensive house improvements

scheme which Cambridge City Council is undertaking at Dinton Fields. Work covers modernisation and refurbishment of a further 32 homes.

\* BOWEY CONSTRUCTION has added £2m to its order book. In Gosforth, work has started on refurbishment of Ashleigh House for the City of Newcastle. The scheme, worth £382,000, is for a house for aged persons. At a scheme in Berwick, Bowey is building a 23,500 sq ft extension to the polychrome factory. Modernising 17 houses in Lambton, and 17 in various villages to start for Castle Morpeth Borough Council. In Amble, Bowey is repairing Airey system houses on a project involving 85 homes.

(£77,000).

### APPOINTMENTS

### Royal Trust of Canada appoints new chairman

THE ROYAL TRUST COMPANY OF CANADA has appointed Mr Nigel Robson as chairman. His appointment follows the retirement of Sir Francis Sandilands who has been chairman of Royal Trust for almost 10 years. Mr Robson is currently deputy chairman of the Ontario Bank and a director of the Central Trustee Savings Bank. His other banking appointment is London adviser to the Bank of Tokyo Group. Mr Robson is also chairman of Alexander Howden Underwriting and a director of British Sugar.

\* At L. J. DEWHIRST HOLDINGS the vice-chairman, Mr Michael S. Dewhurst has retired and Mr James A. R. Dewhurst becomes vice-chairman. Mr Anthony Vice, N. M. Rothschild and Sons, is appointed a non-executive director. Mr Scott S. Beattie becomes financial director.

Mr Douglas C. McQueen who is leaving to become a financial consultant. Mr George E. Virr is retiring.

Mr Tom Edge, Mr Ian R. Dewhurst and Mr Tim C. Dewhurst become joint managing directors as part of a reorganisation of the company's executive structure.

\* TERRAPIN has appointed Mr Peter Cheshire as managing director. He takes over from Mr Jack Johnson who has resigned with a view to early retirement in 1985. Mr Cheshire was deputy managing director.

\* Mr U. Magnussen has been appointed a special director of CREDIT AND GUARANTEE INSURANCE. This appointment arises as a result of his company, Svenska-Kredit, a Swedish credit insurance and guarantee

company, having acquired a 25 per cent shareholding in Credit and Guarantee.

\* BARCLAYS INSURANCE SERVICES COMPANY, wholly-owned insurance broking subsidiary of Barclays Bank, has appointed Mr Peter Harwood, formerly head of accounts and automation, as head of management services. Mr Paul Wheeler has become head of education and training. He was previously with the Bank of London and the City of London, and has been with the Royal Bank of Scotland and the Royal Bank of Canada.

\* Mr Alan M. Dean, currently a main board director of N. M. Rothschild and Sons and chief executive of its Manchester office, is to join N. BROWN

INVESTMENTS from January 14 as chief executive. This is a new post and carries with it the prime responsibility for the expansion of the group by acquisition. Mr Dean is resigning from the board of N. M. Rothschild on December 31.

\* At CHEMRING, Portsmouth-based manufacturer of passive anti-radiation naval chaff, Mr Ian Fairfield relinquished the post of chief executive but remains chairman. Dr David Kiely takes over as chief executive on his resignation as chief naval weapons systems engineer, a new post created in 1983 as part of the recent reorganisation of the controllerate of the navy.

\* Mr Ian Wilson has been appointed director and general manager of VREDESTEIN (UK), subsidiary of the Dutch Vredestein Group.

### CHIVERS

Our business has been building since 1884

21 Ebury Street, Devizes,  
Tel: 0380 721111. Telex: 442550  
**CHIVERS**  
WE CHIVERS & SONS LTD

This advertisement is issued in compliance with the requirements of the Council of The Stock Exchange. It does not constitute an invitation to any person to subscribe for or purchase any Convertible Cumulative Preference Shares.

### Johnson Matthey Public Limited Company

(Registered in England No. 33774)

Proposed to be authorised £	Share Capital	Issued and to be issued fully paid £
194,702,436	Ordinary Shares of £1 each	133,215,753
450,000	5% Cumulative Preference Shares of £1 each	300,000
25,259,521	8% Convertible Cumulative Preference Shares of £1 each	25,259,521
220,411,947		158,775,274

Application has been made to the Council of The Stock Exchange for the 25,259,521 8 per cent. Convertible Cumulative Preference Shares of £1 each of Johnson Matthey Public Limited Company to be admitted to the Official List subject to the passing of resolutions at an Extraordinary General Meeting of Johnson Matthey Public Limited Company to be held on 6th December, 1984 and to allotment.

Particulars relating to the Convertible Cumulative Preference Shares are available in the statistical services of Extel Statistical Services Limited and copies of such particulars may be obtained during normal business hours on any weekday (Saturdays and public holidays excepted) up to and including 27th December, 1984 from:

S. G. Warburg & Co. Ltd., or from Phillips & Drew,  
33 King William Street, 120 Moorgate,  
London, EC4R 9AS London, EC2M 6XP

This advertisement complies with the requirements of the Council of The Stock Exchange in London.

3rd December, 1984



### THE ROYAL BANK OF CANADA

(a Canadian chartered bank)

£40,000,000

10% Deposit Notes due 15th December, 1991

Issue Price 100%

The following have agreed to subscribe or procure subscribers for the Notes:

Orion Royal Bank Limited

S.G. Warburg & Co. Ltd.

County Bank Limited

Barclays Bank Group  
Credit Suisse First Boston Limited  
Hambros Bank Limited  
Lloyds Bank International Limited  
Morgan Grenfell & Co. Limited  
Union Bank of Switzerland (Securities) Limited

Baring Brothers & Co., Limited  
Deutsche Bank Aktiengesellschaft  
Kleinwort, Benson Limited  
Samuel Montagu & Co. Limited  
Swiss Bank Corporation International Limited  
Wood Gundy Inc.

The Council of The Stock Exchange in London has granted permission for the Notes in the denomination of £5,000 constituting the above issue to be admitted to the Official List, subject to the issue of the temporary Global Note. Interest is payable annually in arrears on 15th December in each year, beginning on 15th December, 1985.

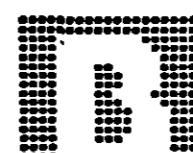
Particulars of the Notes are available in the Extel Statistical Service and may be obtained during normal business hours on any weekday (Saturdays and public holidays excepted) up to and including 14th December, 1984 from:

Orion Royal Bank Limited,  
1 London Wall,  
London EC2Y 5JX

Kitcat & Aitken,  
The Stock Exchange,  
London EC2N 1HS

W. Greenwell & Co.,  
Bow Bells House, Bread Street,  
London EC4M 9EL

This advertisement complies with the requirements of the Council of The Stock Exchange.



### Banque Nationale de Paris p.l.c.

(Incorporated in England with limited liability under the Companies Act 1929)

£25,000,000

Subordinated Floating Rate Serial Notes 1994

The issue price of the Notes will be 100 per cent. of their principal amount.

The following have agreed to subscribe or procure subscribers for the Notes:

Morgan Grenfell & Co. Limited

Kleinwort, Benson Limited

Barclays Merchant Bank Limited

County Bank Limited

Lloyds Bank International Limited

Standard Chartered Merchant Bank Limited

S. G. Warburg & Co. Ltd.

Hill Samuel & Co. Limited

Baring Brothers & Co., Limited

J. Henry Schroder Wag & Co. Limited

The Notes constituting the above issue have been admitted to the Official List by the Council of The Stock Exchange, subject only to the issue of the Notes.

Interest on the Notes will be payable semi-annually in arrears in each June and December commencing in June 1985.

Particulars of the Notes and of the Issuer are available in the statistical services of Extel Statistical Services Limited and may be obtained during usual business hours up to and including 17 December, 1984 from the Brokers to the issue:

Hoare Govett Ltd.  
Heron House  
319-325 High Holborn  
London WC1V 7PB

3 December, 1984

## PATERSON ZOCHONIS

### Highest ever profits in Centenary Year

#### Highlights of the year ended 31st May 1984

	1984	1983
Turnover:	£262 million	£276 million
Profit before tax:	£30.9 million	£26.9 million
Total dividend per share:	5.15p	4.75p

"Despite a year of difficult and at times, uncertain trading conditions the group in 1984 produced its highest-ever profits."

#### Nigeria

In Nigeria three factors benefitted the group. Firstly, a four year £100 million capital expenditure programme to increase local manufacturing capacity had reached completion; secondly, the Nigerian Government, having classified soaps and detergents as essential commodities, provided the requisite import licenses for raw materials and spare parts; thirdly, the group continued its policy of financing adequate levels of its raw material and other import requirements. Operations in Nigeria thus made a significant contribution to the Government's efforts to alleviate shortages and also produced higher profits.

#### Cussons

The contribution of the Cussons group showed an improvement over the previous year with Australia and Kenya reporting their highest profits to date.

In the United Kingdom Cussons' results continued to be depressed by the slow recovery of manufacturing performance and by higher raw material prices.

#### Other operations

The performance of other group operations overseas was generally satisfactory apart from Greece, where results have been adversely affected by increasingly harsh price controls.

PATERSON ZOCHONIS PLC, BRIDGEWATER HOUSE,  
60 WHITWORTH STREET, MANCHESTER M1 6LU.  
Africa - United Kingdom & Europe - Australia & Far East












**ZANDPAN GOLD MINING  
COMPANY LIMITED**

Incorporated in the Republic of South Africa

("ZANDPAN")

**Sub-Division of Shares**  
At the General Meeting of members of Zandpan held on 30 November 1984 a special resolution was passed sub-dividing each of the authorized shares in the capital of Zandpan from shares having a nominal value of 100 cents each into ten shares having a nominal value of 10 cents each, with effect from 17 December 1984. That resolution has been registered by the Registrar of Companies.

Closing of Registers

The transfer books and registers of members of Zandpan will be closed from the close of business on Friday, 14 December 1984 until the commencement of business on Monday, 17 December 1984 for the purpose of sub-division.

Surrender of Share Certificates

A surrender form to be used for this purpose will be attached to a circular which will be mailed to all members today. Members are requested to surrender their share certificates as soon as possible but by not later than Friday, 14 December 1984. Provided old share certificates are surrendered by Friday, 14 December 1984 old share certificates will be posted on Monday, 17 December 1984 the sub-divided share certificates will be posted on Monday, 17 December 1984.

Listing on The Johannesburg Stock Exchange and The Stock Exchange London

The listing of Zandpan shares will commence on Monday, 17 December 1984. The existing 100 cent share certificates will not be good delivery for transactions entered into after close of trading on Friday, 14 December 1984.

Johannesburg

3 December 1984

**Can You Remember The Details of Your Business Conversation?**

Do you have proof of Verbal Commitment?

**VANCEREAD** can provide protection and proof of your business personal conversation with:

- Briefcase recorders • Micro miniature pocket recorders
- Super long 24 hour recorders • The First British Telecom Approved telephone recorder

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London W1 (01) 629-0223 Telex: 8814703


**KANSALLIS-OSAKE-PANKKI**  
U.S. \$25,000,000

**Floating Rate Capital Notes 1984**

In accordance with the terms and conditions of the above mentioned notes, notice is hereby given that the rate of interest for the six months from 23rd November 1984 to 23rd May 1985 has been fixed at 10 1/4% per annum and the amount payable on coupon No. 6 will be US\$45,610.24

Agent Bank  
Nordic Bank PLC


**FINANCIAL FUTURES**
**LONDON**  
U.S. TREASURY BONDS  
\$100,000 32nds of 100%

31st points of 100%

Close High Low Prev

Dec 72-08 72-12 72-00 72-17

March 71-29 71-33 70-28 71-22

Est. volume 1,672 (2,983)

Previous day's open int. — (1,654)

CHICAGO

U.S. TREASURY BONDS (CBT)  
\$100,000 32nds of 100%

31st points of 100%

Close High Low Prev

Dec 70-28 70-32 70-22 70-23

March 70-10 70-31 70-09 71-03

Sept 69-25 70-13 69-17 70-17

Dec 69-30 69-27 69-20 69-28

Est. volume 5,460 (4,598)

Previous day's open int. 6,143 (6,342)

\$200,000 32nds of 100%

Close High Low Prev

Dec 70-28 70-32 70-22 70-23

March 71-13 71-28 71-12 71-23

Sept 69-25 70-13 69-17 70-17

Dec 69-30 69-27 69-20 69-28

Est. volume 501 (3,606)

Previous day's open int. 3,221 (3,364)

Basis quote (clean cash price of 131 1/8)

Treasury Reserve discount rate of 131 1/8

Forward futures contract — 2 to 5 (22nd)

U.S. TREASURY BILLS (1MM)

31st points of 100%

Close High Low Prev

Dec 90-59 90-59 90-55 91-04

March 90-59 90-59 90-55 90-14

Est. volume 1,138 (530)

Previous day's open int. 5,842 (6,068)

DEUTSCHE MARKS DM 125,000

5 per DM

Close High Low Prev

Dec 89-54 90-64 90-53 90-57

March 89-53 90-11 90-53 90-57

Est. volume 2,025 (1,965)

Previous day's open int. 2,027 (1,972)

EST. DEPOSIT (IMM)

31st points of 100%

Close High Low Prev

Dec 89-59 90-64 90-55 91-04

March 89-59 90-03 90-54 90-14

Est. volume 52 (43)

Previous day's open int. 349 (324)

SWISS FRANCS SFr 125,000

3 per SFr

Close High Low Prev

Dec 89-23 90-28 90-24 90-24

March 89-27 90-25 90-22 90-22

Est. volume 52 (43)

Previous day's open int. 519 (519)

FT-SE 100 INDEX

225 per full index point

Close High Low Prev

Dec 117.80 118.20 117.22 117.25

March 117.95 117.95 117.60 118.35

Est. volume 52 (43)

Previous day's open int. 537 (545)

WEEKLY CHANGE IN WORLD INTEREST RATES

London Nov. 30 change Nov. 30 change

NEW YORK One month Bills 91-91% 91-91%

7 day Interbank 91-91% 91-91%

3mth Interbank 91-91% 91-91%

Treasury Bill Tender 91-95% 91-94%

5 Mth. Treasury Bills 8.61 8.61

10 Mth. Treasury Bills 8.90 8.90

Band 2 Bills 8.90 8.90

Band 3 Bills 8.90 8.90

Band 4 Bills 8.90 8.90

FRANKFURT One month 8.50 8.50

3 Mth. Interbank 5.85 5.85

Three months 5.75 5.75

Intervention Rate 10.4 10.4

One Mth. Interbank 10.4 10.4

Three months 10.4 10.4

MILAN One month 1.71s 1.71s

Three months 1.71s 1.71s

DUBLIN One month 1.5 1.5

Three months 1.47s 1.47s

AMSTERDAM One month 5.5 5.5

Three months 5.5 5.5

LONDON One month 10.4 10.4

Three months 10.4 10.4

Intervention Rate 10.4 10.4

One month 10.4 10.4

Three months 10.4 10.4

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Three months 10.4 10.4

Intervention Rate 10.4 10.4

One month 10.4 10.4

Three months 10.4 10.4

Intervention Rate 10.4 10.4

One month

## SECTION III

## FINANCIAL TIMES SURVEY

The software industry is growing at an unprecedented rate, but fragmenting as it does so into distinct, sometimes opposing, camps. It means that difficult decisions are ahead for software manufacturers, suppliers and users.

# Computer Software

## Approaching the great divide

BY ALAN CANE

**THE SOFTWARE** business world-wide has been through one major revolution in the past five years; now it seems set for further upheavals as the full implications of personal computing sink in.

The first revolution created two software industries in the West: the traditional mainframe and minicomputer orientated business with its emphasis on established data processing departments in business, government or defence, and the new microcomputer orientated business centred around personal computing, whether for business or leisure.

The traditional software business, concentrating principally on the creation of software tailored to its customers' precise requirements and on the sale of "packages" of generalised

software, was a comfortable growth business in which the better companies prospered even if it failed to tempt the entrepreneurs and the City. Management Science America

(MSA), for example, became the largest independent computer software company in the world with more than 12,000 systems in use through its dedication to the sale of business packages for accounting, purchasing and so on.

The microcomputer software business was completely different: it was fast-moving, unpredictable, and it offered fast profits to investors. Only a year ago, it seemed that an investment in any software company was bound to succeed.

Companies such as Visicorp, Microsoft, Digital Research, and Lotus were topping the business software rankings and demonstrating dramatic growth. Software authors were making their fortunes overnight.

But now the pattern has changed dramatically. Most of the major stars of the microcomputer software business are still there but, like Visicorp, are shrinking rapidly.

Others like Lotus and Digital Research are still shining, but with a different colour. And the full effect of the entrance of

IBM to the microsoftware market, even if the redoubtable Ben Rosen dismisses its software as "lousy personal computer software that is not going to sell well" has yet to be seen.

A distinct dichotomy is emerging: consider, for example, the fates of Lotus and Digital Research.

### Integrated systems

Lotus is still top of the software pops with its integrated software package "1-2-3." Its yet more integrated successor "Symphony" is number two in the *Business Bestsellers* chart compiled by the authoritative U.S. newspaper *Software News*, but even Mitchell Kapoor, Lotus chairman and inventor of the integrated microsoftware package, agrees that it will not have such wide appeal.

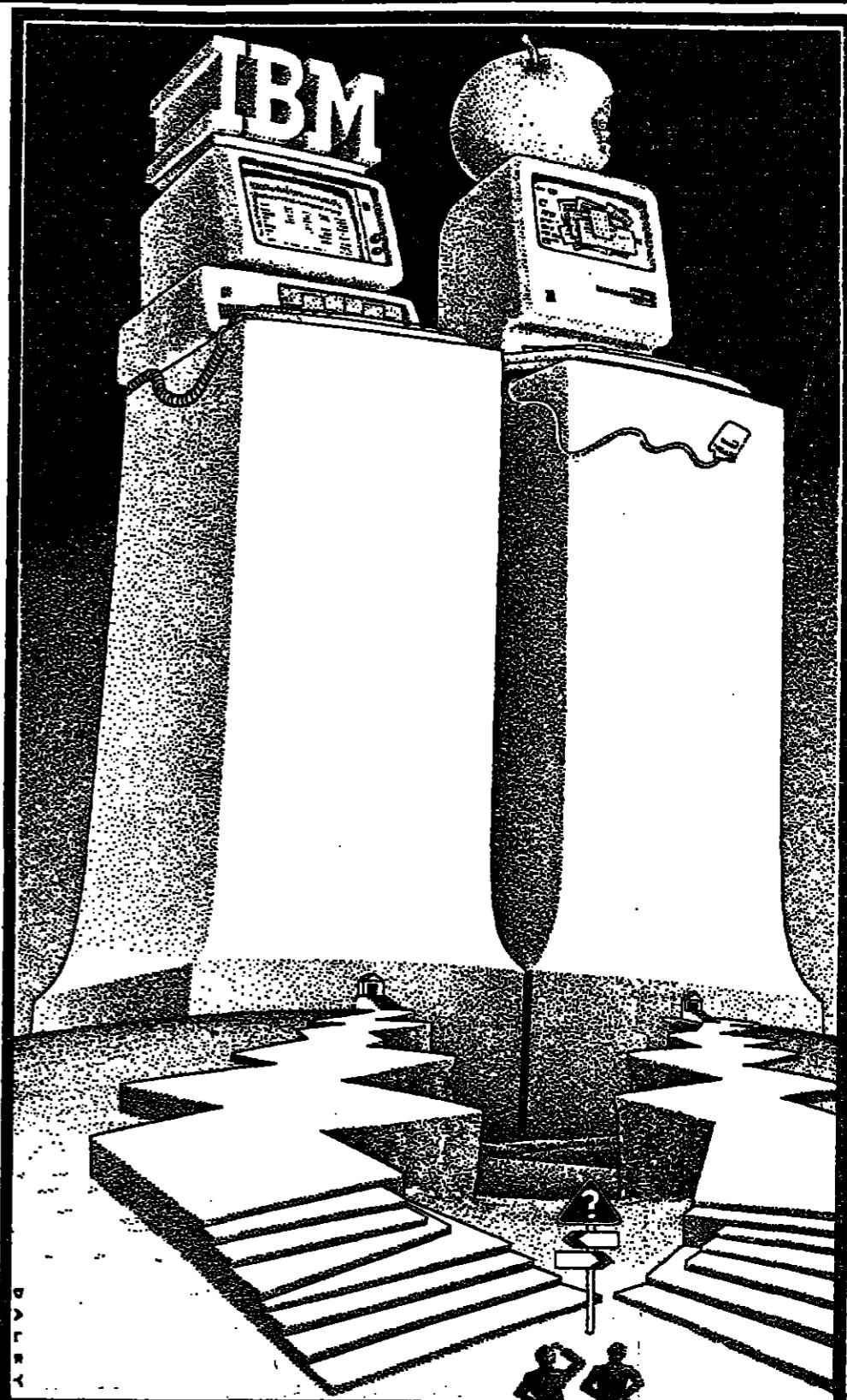
Integrated packages were one approach to making computing easier for ordinary businessmen. It gave them the ability to use a spreadsheet, database and graphics without switching disks several times.

Symphony added word processing and communications, but in doing so made the whole package much harder for the non-computer specialist to handle.

Speaking at a Financial Times conference last month, Mr Kapoor said: "The appeal of Symphony is centred among the more quantitatively oriented, the more sophisticated or power users; to the extent that we at Lotus encouraged the world at large to believe that Symphony integrated software would become a panacea or universal solution, I think that is not the case."

Lotus has, in fact, just announced a new integrated package, *Jazz*, that runs on Apple's Macintosh computer with its screen icons, windows and mouse. Mr Kapoor argued: "For the first time, we are going to have a product for the less sophisticated user, as opposed to the power-user or spreadsheet number cracker."

CONTINUED ON PAGE 3



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# 16 pointed questions to ask MSA or any software supplier

These questions will help you when you sit down with individual software companies.

They're tough questions. Relevant ones. And any supplier who is worth his salt should be able to answer them without hesitation.

### Ask MSA

We'll answer all these questions to your satisfaction - plus any others you have.

In fact, we're probably the best equipped to answer them because MSA is the software company. We offer the most complete line of totally integrated systems in the software industry, including financial, payroll/personnel, manufacturing and order processing.

So you avoid the headache of trying to tie together individual systems. (And the bigger headache of adding to them.)

We've planned our growth, and the growth of our products. Instead of acquiring systems piecemeal, then trying to integrate them, MSA develops each system to work with the others.

With MSA's integrated systems, there's no unnecessary duplication of data or effort. Reporting is faster. All your information is more timely and accurate, and in the form you choose.

In short, we do everything we can to help you make informed business decisions.

**Our technical edge comes from experience**

By investing £20 million (this year alone) in the development of packages, MSA ensures that you are able to take advantage of technical developments.

Over 850 accountants, financial experts and systems specialists work together to make MSA's applications the most advanced and highly integrated in the industry.

We have proven packages with thousands of users who are kept fully updated. MSA has systems that promote realtime functions - we've been producing realtime systems since 1978. And solved the problems associated with realtime, including accounting, control, security and recovery.

Enhancements necessary to meet changes in statutory requirements or in accounting procedures are provided automatically. Whatever changes may occur in your organisa-

### SAVE THIS BOX!

#### IT CAN HELP YOU MAKE AN INTELLIGENT SOFTWARE DECISION

- 1 What proven software systems can you offer us that are designed to work together? Are your systems integrated both functionally and technically?
- 2 Are your systems online, and do they offer on-line functions so that all our information is current? How many of your systems are online? How secure are they?
- 3 Are your systems just record keeping? Can they really help us make decisions? Can we pull together information from all our integrated systems? Is exactly the form we want it? Can we include data from our in-house systems?
- 4 Does the system do now all you say it will? Or will we have to change it or add to it to get the features we want?
- 5 Will my company have to be the only one using the system in your brand new system? Are your systems integrated enough to change with it? Or will we have to pay a lot to revamp it? Or buy a replacement?
- 6 Do your systems have built-in features that make them easier to use? What happens if someone needs help figuring out a feature? Do you have online documentation that's easy to understand?
- 7 Will the system live up to my technical expectations? How current are you with the technological issues - realtime, fourth generation languages, and database managers? Will you be able to stay current?
- 8 Will you update your systems to take advantage of changes in technology and to meet current statutory requirements? What are some of your most recent updates?
- 9 As my business changes, will your system be flexible enough to change with it? Or will we have to pay a lot to revamp it? Or buy a replacement?
- 10 Do your financial systems handle foreign currency transactions? Do your systems use a common set of currency exchange rates? Do they meet all current IAS, SSAP and FASB accounting requirements automatically?
- 11 Can you provide business software for both mainframe and microcomputers? Do you develop this software for yourself, or do you simply market it to another company?
- 12 Can you link my personal computer directly to our central computer - so I can get my own information?
- 13 How many of your staff specialize in software for my industry? How many Accountants work for you? Data Processing specialists? Experts from a Manufacturing environment? Are they willing to spend time working with you to understand your problems and identify total solution?
- 14 How many systems has your company installed? How many of these were installed in the past six months? How many of your earlier customers still use, and like, your systems?
- 15 How many of your staff specialize in software for my industry?
- 16 How will you make sure my staff thoroughly understand your system? Will you provide dedicated professionals, and the right facilities to ensure they get the most out of their time? Will you be there to help during installation and after?

### MSA has the answers

Whatever the size - whatever your business - MSA has a total software solution.

We'll provide the highest quality integrated software, realtime and on-line systems, including those listed on the right.

We'll integrate your business and manufacturing software systems, using our exclusive Extended Closed Loop manufacturing system.

We'll link you up with your company's main computer - with MSA's Executive PeachPak II application software. A revolutionary concept that lets you get the mainframe information you need through your personal computer.

We'll provide business software for your microcomputers through our Peachtree Software Company.

### Talk to us

We want to update you about software. We want to make your company wiser with software.

If we've whetted your appetite with our 16 questions, clip the coupon. We'll send you the concise answers that will help you even more in your deliberations.

### Act Now!

Just fill in the information below or contact Barbara Carpenter at MSA, on (0628) 39242 or telex 847400.

**MSA (Management Science America) Limited**  
International Headquarters

MSA House, Cedars Rd., Maidenhead, Berkshire SL6 1SA.

Please send me the answers.

Please send me more information on the following Systems (circle as required).

A B C D E F G H I J K L M N O P

Name \_\_\_\_\_

Title \_\_\_\_\_

Company Name \_\_\_\_\_

Address \_\_\_\_\_

Telephone No. \_\_\_\_\_

Mainframe type \_\_\_\_\_

## Computer Software 2

## The survival of the fittest

"SURVIVE IN '85" is the latest slogan for U.S. personal computer software developers. In the midst of an industry shakeout that makes the cut-throat competition of the personal computer hardware business look like a good natured bun fight, software companies are trying to figure out how to stay alive in an increasingly hostile environment.

Estimates put the number of U.S. personal computer software companies at the beginning of this year at around 6,000. By January 1985 less than half of these companies will remain in business, according to industry experts.

"U.S. sales of personal computer software will continue to grow steadily, according to Future Computing, the Richardson, Texas market research firm. The analysts expect world sales this year to total \$3.7bn, rising to over \$11bn by 1987. In the meantime, however, the software industry is expected to go through a major transformation.

The re-shaping of the personal computer software industry is well underway, but it could

## Developments in the U.S.

LOUISE KEHOE  
in California

last another year suggests Mr Eric Kadison, vice president of product planning and development for Media Systems Technology, an Irvine, California-based supplier of software

distribution systems and services. The industry is moving away from being "totally disorganized" into a structured business hierarchy, he believes.

"The software industry is basically still quite new and thus, is made up mainly of small, entrepreneurial firms and individuals who are either writing software programs for computer manufacturers or are developing, marketing and distributing programs themselves," says Mr Kadison.

The transition from cottage industry to a major international business is inevitable and may indeed benefit the consumer, Kadison suggests.

Small software firms are having significant financial problems, while multinational companies, such as IBM and AT&T have made major commitments to personal computer software stores.

"The days of the rags-to-riches stories in the software industry are quickly fading," warns Mr Kadison. It is becoming increasingly difficult for small companies to develop and market their own software because of the huge financial and manpower resources needed, he explains.

The opposite was true just 12 months ago. Then, anybody with programming talent and a personal computer could bring a software product to market. Marketing costs were minimal. Today the picture is very different. Just packaging a computer program professionally can cost upward of \$20,000. Advertising budgets totalling over \$1m are not unusual. For a new software company, the biggest problem is, however, reaching the customer. Without the assistance of a large software publish-

Type of company	Number of companies 1983 (500)	Public companies	
		11.1	Profit margin (%)
Processing services	2,150	14.6	5.3
Software products	2,250	7.5	7.8
Professional services	1,400	6.4	3.6
Turnkey	1,200	4.1	7.5
<b>Total</b>	<b>7,000</b>	<b>32.6</b>	<b>5.6</b>

1 Profit margins after tax are presented in this report rather than the pretax margins presented in previous reports.

Source: Input, California.

ing house or one of the major distributors it is virtually impossible for a small company to get its product on to the over-stuffed shelves of computer stores.

Lotus, one of the largest U.S. software distributors, says that it receives as many as 4,000 new programs per month for evaluation. Of those it chooses no more than 40 to distribute to its retail store customers.

## Hot list

Software's "hot list," a weekly listing of top selling programs in the recreation, business and education categories, gives a good picture of what is happening in the market. In recent listings, the vast majority of products listed in the top 50 business programs have been on the list for several months. The top three programs—Lotus 1-2-3, PFS-file and Multiplan—have been close to the top of the list for nearly two years.

Even the "new" programs on the list are mostly from estab-

lished companies. Lotus's Symphony, introduced in February, is number four. Ashton-Tate's DBase III is number nine. But there is still hope for the entrepreneur. Rising up the software "charts" is a program called "Sidekick," the first personal computer business software hit for Boreland International of Scotts Valley, California.

The entry of IBM into the personal computer applications program market last September with a range of 31 business related programs has brought a new dimension to the industry. "It will have a tremendous impact upon every aspect of the business," predicts Ms Jan Lewis, senior analyst at Infocorp, a Cupertino, California, market research firm.

While initial reviews of IBM's business software have been mixed, few in the industry doubt that the programs represent just the first step toward IBM becoming a major factor in the software market.

"In general, competition is getting stiffer, the market is less

forgiving. IBM's entry is going to make it more so," comments Mr Muzel Kapoor, president of Lotus Development, the leading U.S. personal computer software company.

## Anxieties

Underlying much of the industry's concern about IBM's software introductions are fears that IBM may at some point change the "open system" architecture of its personal computers which allows software developers access to the PC operating system replacing (or enhancing) it with a proprietary operating system. This could reduce the opportunities for third party software companies in the key MS-DOS compatible software sector which is estimated to be worth \$1.3bn this year.

The home computer software business is even more risky than the business sector. Recent "fire sales" in the U.S. have seen even well-known titles discounted to a fraction of their original prices. Some major publishers have shipped large quantities of products to overseas markets—particularly Australia—in a desperate effort to unload the programs.

Mr John Imray (left), chairman of MSA, the world's largest independent software company, and (right), the man who invented the CP/M operating system, Mr Gary Kildall, chairman and founder of Digital Research



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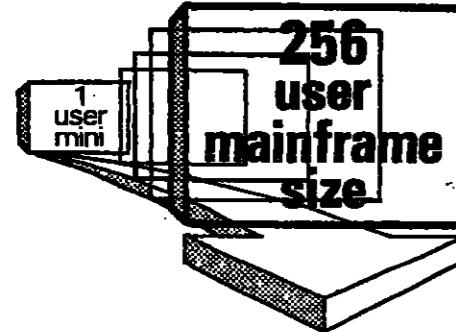
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## A battle to attract investors

## Software finance

JASON CRISP

types of high technology companies ranging from new software ventures to biotechnology.

Mr Ben Rosen, chairman of Sevin Rosen, the venture capitalists, and also chairman of Compaq, the highly successful personal computer company, says: "After raising money in the United States in the order of \$30-40m a year in the 1970s, the new money raised last year was \$4.5bn. The amount invested in new companies was about \$3bn, so there still is a huge unsupplied amount of money, in addition to the new money in the billions being raised every year."

In Britain there appears to be far more funds available for high technology centres than there were in the 1970s. In those days many of Britain's best-known software companies turned at one time to the National Enterprise Board for funds. (The state-owned NEEB has merged with the National Research and Development Corporation as part of the British Technology Group.)

Despite the set-backs there are still large sums of money available in the U.S. for all

types of high technology companies ranging from new software ventures to biotechnology.

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Software companies which have, at some stage, had NEEB

finance include Logica, CAP, Aragon, Quest and Percom.

Logica, one of the largest independent software companies, went public just over a year ago. The company floated about 30 per cent of its equity in a tender offer with a minimum price of 140p. At the time Mr Philip Hughes, chairman of Logica said: "We have deliberately pitched this at what we consider a very modest price. Let the market decide what we are really worth."

It did. The offer was more than seven times oversubscribed and the price was struck at 220p and recently the company had been trading at over 400p. The financing enabled some of the institutional shareholders to realize their investments, created a market for the employee's shareholdings, paid off an overdraft and increased working capital to meet growth needs.

## Full listing

The smaller Micro Focus achieved full listing on the London stock exchange after a flotation on the unlisted securities market in May last year. MicroFocus, which sells software packages to some of the leading microcomputer groups, found that the extra finance enabled it to speed up its developments which had been held back because of previous under-funding. With the finance, it was able to move to new offices and computerise many of its own operations.

The USM has become an important source of finance for a growing number of small UK software companies. Software companies which have joined the USM include Telecomputing, Rolfe and Nolan, Compsoft, Brikat and Consultants (Computer and Financial).

A recent review of computer companies on the Unlisted Securities Market by stockbrokers Fielding, Newson Smith noted that the software services companies were quite cheap compared to their equivalents with a full listing. The position was reversed in the case of software product companies which had a better rating on the USM.

The brokers commented: "The reasons for this apparent inconsistency we believe are to do with the perceived quality of earnings growth. Fully listed software services companies demand an enormous premium due to anticipated demand for such broadly-issued services, but USM service firms are often perceived to have a dangerously narrow client base."

"Among the software product firms, the fully listed MicroFocus enjoys a relatively modest rating for its explosive profit growth owing to the inevitability of product vulnerability. The USM firms enjoy similar ratings because, despite being smaller, they display a similar product profile and growth potential."

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concerns in sectors including automotive products, goods distribution and local authorities.

"We are particularly pleased that our British product has been so well received in such a wide variety of markets," says Mr Paul Thompson, a Sanderson director. "The orders have included related Zebra products from GA, and another product designed and made by Sanderson—the 'Script' handheld on-line two-way radio data terminal which also looks to become a major product for us in its own right."

Sanderson Computers is a member of the Bramah Engineering Group.

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"Perhaps it is unfair to single out the British failure in artificial intelligence when Britain has done so badly elsewhere in computing too. British VLSI is not formidable. British mainframes are not best sellers. With the exception of the British Development of the French language PROLOG, British programming languages have been inconsequential on the world scene."

The only reason for dwelling on the British example is that it demonstrates what it was like to have had everything in place to excel, and yet by mismanagement, by misperceptions, by *folies de grandeur* and other delusions, the British instead have demonstrated how to turn a nation from a winner into a loser. In England's tragedy there is an obvious lesson for Americans".

Professor Feigenbaum—a founding father of artificial intelligence—writing on the "Fifth Generation".

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## Computer Software 3

## High optimism in packages sector

THE BRITISH computer industry has always taken pride in the quality of its software. It is a justifiable pride because UK programmers, for the most part, are highly professional in their work methods and produce very good software indeed.

Yet many would argue that it is a misplaced pride, and has contributed to the sense of complacency which dogged the British computer business for so long.

The fact is that many other nations are just as good at writing software as the British, and at lower cost. "Off-shore programming", in India, for example, is one approach which has borne fruit for some companies. And while some write off the Japanese for their lack of programming skills, others see their "fifth generation" computer programme as a vehicle for making up lost time fast.

Furthermore, the UK has proved particularly poor at marketing and exporting software. Among the few UK-written products which have achieved world-wide acceptance are Shadow II, a data communications package first developed by the Thomas Cook organisation; Wizard/System W, a financial planning system written by the UK arm of the U.S. Comshare organisation; CIS Cobol, a microcomputer version of the commonest business computer language, developed by Microfocus; and the banking packages Midas from BIS and Arbat from Arbat.

## New pattern

Traditionally, the UK software industry has been made up of a large number of small to medium-sized companies earning a comfortable living by retailing software packages, often of U.S. origin, and installing software specially written (bespoke) to the customer's requirements.

Now that is changing as large and powerful companies start to emerge through growth and by acquisition from the pack.

The most recent survey carried out by the Computing Services Association (CSA), the trade association representing many of the top UK software and services companies, concluded: "The steady maturing of the computer services industry is evidenced by the continued growth in the size of the larger companies and the subsequent domination by them of both revenue (75 per cent) and staff employed (77 per cent)."

"There are now five CSA member companies employing

## Developments in Britain

ALAN CANE

over 1,000 staff, as against two in mid-1983."

Over the same period a whole array of new companies were formed to exploit the market for microcomputer software, especially computer games. Names such as Alligata, Micro-mega, Quicksilva, and Scorpio are becoming well known in a way that few of the traditional software houses could have equalled.

There are clear signs, however, that this sector of the market is over-heating and that substantial rationalisation will reduce the number of companies participating in the near future.

Furthermore, it remains to be seen whether the best of these new companies—such as Prism, which started out writing superior games for the Sinclair Spectrum and graduated to developing integrated business packages for the Sinclair QL—can take on the spectacular U.S. startups like Lotus or Boland International at their own game.

For the medium-sized and

## UK packaged software

Major hardware manufacturers—packaged software; revenues in 1983:

Company	Country of origin	Revenue \$m	Market share %
IBM	U.S.	96.9	26.8
ICL	UK	50.1	15.4
DEC	U.S.	33.6	9.1
H-P	U.S.	17.7	4.9
BIS	U.S.	16.7	4.6
Burroughs	U.S.	14.0	4.2
Sperry	U.S.	7.8	2.2
Prime	U.S.	7.5	2.1
NCR	U.S.	5.6	1.6
Olivetti	Italy	5.6	1.6
Other		95.8	26.5
Total		361.0	100.0

Source: IDC

1983 were, according to IDC, 45m units have emerged as soft just within the computing services business, but across the economy as a whole.

Significantly it said: "Across

the smaller companies, it is notable that the strength of the trend towards microcomputer solutions was seen as very important.

It is also among the smaller companies that the positive impact of Government-sponsored schemes is recognised."

So when the CSA has also picked up evidence of renewed vigour in UK software exports, it is understandable that there is considerable annoyance that the Government's Software Products Scheme has been one of the victims of a five-month moratorium on information technology spending, announced earlier this month by Mr Nigel Lawson, Chancellor of the Exchequer.

Since 1982 it has awarded over £10m a year to a variety of software projects.

According to Dr Douglas

Eyelton, director-general of the CSA, it has led to the development of software with a capital

value in excess of £100m.

## More activity

W. H. Smith, in addition to its home computer activities, is establishing business computer centres. The Information Technology division of Thorn EMI, the electronics group, emerged as one of the largest software products businesses in Europe after adding EPS Consultants to its list of software subsidiaries, including Datasolve and Software Sciences.

What are the reasons for all this new activity? According to CSA member companies, there is a clear message that 1983-84 is being seen as a period when business expansion began to pick up strongly, not

over 12m a year to a variety of software projects.

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## CONTINUED FROM PAGE 1

Next consider Digital Research, a company which made its name and fortune by developing the operating system CP/M for 8-bit microcomputers—and so making business data processing on personal computers possible at all. (An operating system is software which controls the working of the computer itself; an applications program carries out a specific task for the user.)

Its rival, Microsoft, was chosen by IBM to develop an operating system for the 16-bit IBM Personal Computer. It retaliated first by developing an operating system, Concurrent DOS, which allows the IBM operating system to run within its envelope as if it were an application program.

Now it has launched a new operating system that makes virtually any personal computer behave as if it was a Macintosh, screen icons, screen windows, pull down menus, mice and all.

What is more it is so designed that it can run any program designed for the IBM PC.

All of which tends to underline the view that there will soon be only two ways to carry out personal computing in the future: the IBM way (formal, professional, ordered) and the Apple Macintosh way (visual, simple, for the casual user).

Software houses will clearly have to cover their bets each way to stay in business; there was never any doubt that the IBM PC approach was here to stay. But despite the innovative nature of Apple's approach, the fact that Lotus, Digital Research and Microsoft all support the Macintosh (Bill Gates, chairman of Microsoft, played a significant role in the development of the machine) suggest it is more than simply the latest fad.

What is certain is that following the latest news is no path to success. Visicorp, Lotus and other pioneers spawned a host of imitators which managed to secure venture capital only to

find the market window had closed.

According to Ms Jacqueline Morley of TA Associates, an important venture capital organisation, "these lookalike companies are often trying to address a very narrow window of opportunity ... in an overcrowded market".

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## Computer Software 4

## Excelling in games and graphics

INSTEAD of working in the quiet of an up-market office environment or out of a home garage, most Japanese computer programmers rub shoulders with thousands of others in a software factory owned by one of the major computer manufacturers.

There are also an estimated 2,000 independent software companies in Japan, mostly surviving on sub-contracted work to the major computer manufacturers.

The Japanese Ministry of International Trade and Industry (MITI) estimated software sales in the country to have been US\$1.4bn in 1983. But it is not easy to put an exact figure on the size of the Japanese software market because computer makers, who also supply the majority of software, are reluctant to divulge the proportion of revenue derived from this source.

One of the reasons for their reluctance is that nearly their entire business is selling total computer systems, which are custom-made and therefore vary from one another in costing, making calculations difficult. Straightforward software sales are small for the leading computer firms—US\$7.5bn or 7 per cent of total computer sales for NEC Corporation and 10 per cent for Hitachi.

Custom-designed programs are still the norm in Japan, though there are those who hold the view that custom-made software, while it may be profitable, consumes too much time and manpower.

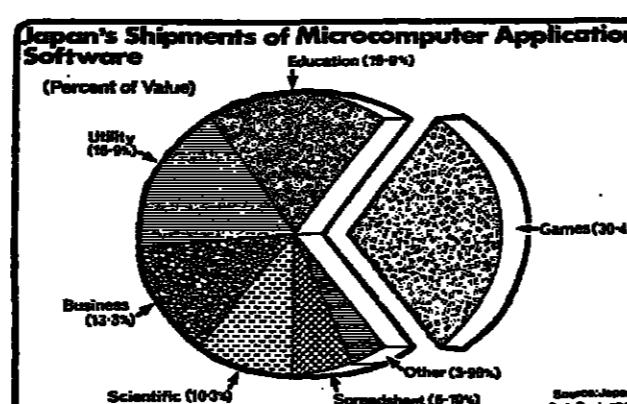
## Benefits

Standardisation lowers production costs and increases the number of programs that can be used on a range of machines that share the same basic specifications. Making the machines compatible to a wide range of programs would help to raise the appeal of the machines.

But Mr. Masao Matsumoto, manager of NEC's software engineering department, disagrees: "In theory," he says, "this is correct. But at NEC, we have found that it is not so profitable to mass produce stereotyped software."

NEC has developed tools to automate programming, using what it calls Systems Engineer's Arms (SEA/I) application software productivity system and Software Design and Management Systems (SDMS), according to Dr. Kichi Fujino, general manager of NEC's software product engineering laboratory.

Sony, Canon, Matsushita,



Toshiba are among 12 Japanese electronics companies making low-cost computers using the MSX standard developed by Microsoft of Bellevue, Washington and ASCII Corp., a Japanese licensee in the Far East (Microsoft charges a licensing fee for the use of the basic computer language and a royalty fee for each machine produced with the standard.)

"In the 8-bit world, MSX has set a standard. The U.S. may realise a standard for 16-bit by June 1983 and we can have the kanji version of that ready two or three months later," said Mr. Sam Furukawa, ASCII's general manager of research and development.

For the future, the Japanese Government would like to see UNIX become a standard for 16/32 bit processors, but some computer programmers consider the UNIX, which was designed by the Bell Laboratories to do scientific and technical tasks, too high-brow.

The Japanese have excelled at computer graphics, having cracked the difficulties of computerizing the intricate kanji (Chinese ideograms) of the Japanese language. There is little competition in this field from foreign computer companies.

In addition, Japanese software manufacturers are in a good position to take over the largely untapped but potentially lucrative market in China.

Japan's immensely popular, slick video games are an offshoot of computer graphics design. And the software products that can cross the language barrier and perhaps find receptive export markets in technical programming for science and engineering. These

programmers are involved in Japan's software industry. The number of programmers working for leading software suppliers are Nippon Denki Software (1,065); Nihon Business Consultant (1,350); Computer Service Kaisha (3,100), and Hitachi Software Engineering (1,450).

"The kind of domination Japan had in semi-conductors, audio-visual equipment, or automotive would not happen in the field of Japanese software," said President Akio Gunji.

"But our enhancement work has been progressing more quickly than research and development in the U.S. We could sell it back." ASCII itself has developed the Japanese-language version of UNIX called Kanji UNIX.

The company which began its business in publishing computer magazines in 1977, chalked up sales of Y5.886bn in fiscal 1983 (ended March 1984), some 55 per cent of which was in software. Its projected sales for fiscal 1984 is Y8.5bn.

Over 30 per cent of its new copyright law providing 15-year programme rights, to which U.S. lobbies have voiced protests, saying that the period allowed is far too short to be effective.

The issue has been particularly sensitive since the 1982 copyright dispute between International Business Machines (IBM) and Hitachi. IBM charged Hitachi with copying IBM software for sale together with Hitachi machines.

The dispute was finally settled out of court after Hitachi agreed to pay software licence fees and allow IBM to inspect its products before they were marketed. However the Japanese computer manufacturers are also confronting copyright problems on the home front and numerous disputes are brought to court each year.

NEC Corporation ploughs back 11 per cent of revenue into research and development, according to a company spokesman who, however, declined to reveal the actual amount which goes into software.

Fujitsu, Japan's number one computer maker, with computer revenues of \$3bn last year, spends about a third of its nearly \$300m research and development budget on software. Hitachi is spending some 30 per cent of its research and development expenditure on software.

Much of the big computer makers' research and development efforts go into program development aids and are aimed at equipping the future fully automated factory.

As a result, Japanese software is highly reliable. NEC pays dues to the company's quality-control circles for detecting and reducing the number of bugs and correcting defects in a program during design stage.

The Japanese Government, on its part, is helping to nurture the software industry by setting up several research and development laboratories and giving tax breaks and low-interest loans to software developers.

## Legislation

Other things are required to assist the growth of the Japanese software industry. Legislation, for example. There is no law to protect computer software from unauthorised reproduction.

Mit wants to promulgate a new copyright law providing 15-year programme rights, to which U.S. lobbies have voiced protests, saying that the period allowed is far too short to be effective.

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## Western Europe market summary

Business Application Software, Unit Shipments and Revenue by Product Type 1983-84						
	1983	1984	1985	1986	1987	1988
Word-processing units	90,64	102,17	222,31	243,25	501,90	725,80
Word-processing revenue (\$)	16,256	24,714	34,035	45,392	59,786	75,175
Database management units	56,63	124,23	223,53	346,56	500,31	724,85
Database management revenue (\$)	20,620	44,929	67,527	92,466	122,023	168,833
Spreadsheet units	34,39	98,21	169,61	268,18	375,62	538,19
Spreadsheet revenue (\$)	5,551	15,114	23,964	33,166	43,769	56,827
Accounting units	67,92	158,08	285,18	421,26	682,57	1,008,57
Accounting revenue (\$)	21,830	46,668	68,104	101,404	140,267	193,053
Other units	9,13	15,08	23,54	36,33	54,59	81,43
Other revenue (\$)	4,110	6,114	8,586	11,983	16,247	21,634
Total units	258,97	537,77	904,37	1,399,70	3,054,29	3,974,14
Total revenue (\$)	68,409	137,474	202,216	334,421	382,142	506,706

1 CAGR—Compound Annual Growth Rate.

Source: Creative Strategies International.

## Fierce competition among 3,000 software concerns

## West Germany

JOHN DAVIES  
in Frankfurt

ONE OF West Germany's leading software houses and business consultancies, ADV/Orga F. A. Meyer, is about to go public with an issue of non-voting preference shares. The stock market launch is just the latest sign of the strong momentum in the country's data processing and computer software business.

As the stock market upswing was strongly under way last year, the Munich-based SM Software was launched on the West German stock exchange with an issue of non-voting shares. The concern was set up in 1980 by Herr Hans Beck, Herr Hannes Schlessel and Herr Josef Steiner, who had previously been self-employed programmers.

The company, involved in developing standard software for microcomputers, sold shares to the public at DM 200 each at its debut, which was organised by PM Portfolio Management, the Munich-based financial consultancy.

In the first dealings on the stock market, the shares traded at DM 570. They later reached a peak of DM 670 but have since lost ground.

As it is often the case with companies being newly launched on the West German stock market, the public is not being offered ordinary shares but non-voting preference shares. This is in line with a widely held view in West Germany that family owners of businesses should retain control, rather than yield it to outside influence, even though their companies make the transition to the stock exchange.

This was also the case earlier this year with the stock market launch of Nixdorf, the data processing concern headed by Herr Heinz Nixdorf.

Nixdorf's offer of non-voting preference shares raised the hefty sum of about DM 550m to pave the way for continued expansion. The company, which has strengths in both hardware and software, has set a target of doubling its sales in four years from the DM 2.7bn level of last year.

CONTINUED ON PAGE 5

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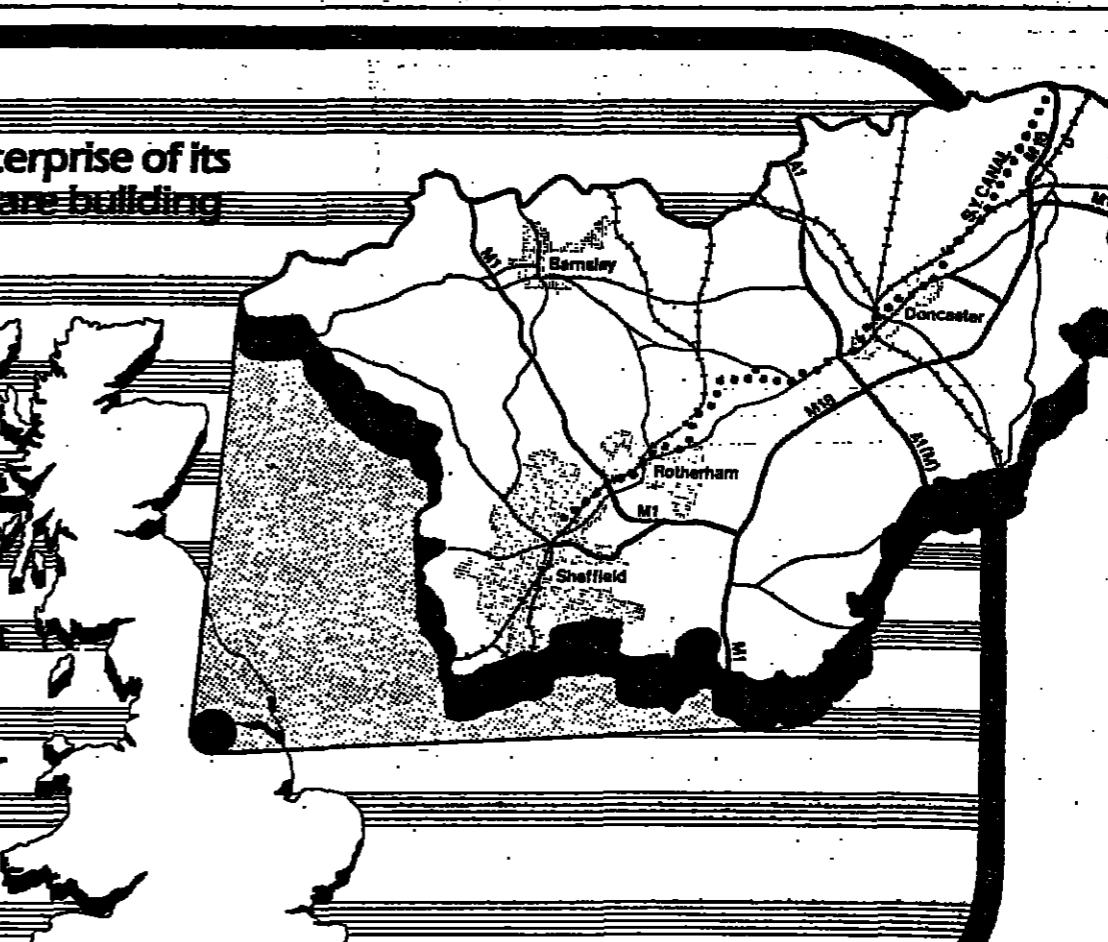
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COMPUTER GROUP  
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# Big shake-up in the market place

## France

DAVID MARSH

In Paris

**THE FRENCH** software sector is leaping ahead with the same pent-up force as the micro computer market itself. The explosive entry onto the personal and business, micro-markets during the last two years of foreign companies in the form of Apple, IBM (with its PC) and Sinclair has ushered in a more dynamic and international, ally-oriented approach among software suppliers and users.

For long hampered in its growth by users' reluctance to purchase programs not available in French, the software sector is now developing a much more healthy relationship with makers outside France.

To take just three examples of a change in attitude, Apple, which already has strong links with software companies and a large French-based dealer network, has set up a software production company in Metz in eastern France to develop programs for its new Macintosh computer.

Sinclair, which is studying

plans to produce its ZX Spectrum-plus and QL home computers in France next year, is making a big effort to commercialise French-adapted programs for its users.

The company, the leader in the French domestic computer sector (Sinclair's biggest market outside the UK), already has available 64 school programs. These should assist its attempts to win a greater share of the national education sector which up to now has been largely the preserve of French companies led by Thomson.

Finally, on the software distribution scene, changes are also

on the way. To meet burgeoning demand for more variety from PC users, Softel, the Californian company which is the world's largest distributor of professional and recreational software, has recently set up operations in France.

And another sign of a flow of

ideas from across the Atlantic is the setting up just outside Paris of a new French software distribution group, Axone, modelled on a leading U.S. software publisher, Microsoft.

source of orders.

## Problem solvers

According to the annual survey of the specialised French magazine Temps Réel, the 50 largest French SSII's increased turnover by 22 per cent in 1983

to FF 13.0bn, a slightly lower growth rate than in 1982.

Significantly, around 53 per cent of overall computer service turnover comes from "intellectual services" such as consulting and specific problem-solving work. Sales linked to hardware — using of specific equipment or networks — made up only 30 per cent.

The top French group, Cap Gemini Sogeti, last year

realised more than 50 per cent of its turnover outside France, above all because of strong expansion (and the effect of the so-called dollar) in the U.S.

For the top 50 as a whole, however, 78 per cent of turnover comes from France and only half the group are present outside the domestic market.

The computer service compa-

nies in their business rela-

tionships with the Government and public sector companies have never profited from the systematic "buy French" sup-

port given in past years to the French hardware sector, focused on the now-nationalised Bull.

Indeed, it was an American

company, Computer Science

which in 1970 received the first

government order for analysis

of a specific computer project.

And the SSII's sometimes com-

plain that Bull is too often

likely to offer the administra-

tion its own software package

in association with an equip-

ment deal, cutting the service

sector off from a possible

source of orders.

## West German software vendors

### Major independent packaged software vendors in 1983:

Company	Country of origin	Revenue \$m	Market share %
Software AG	W. Germany	9.8	1.8
SAP	W. Germany	9.2	1.6
ADV/Orga	W. Germany	8.7	1.4
Softlab	W. Germany	6.7	1.2
Cincom	U.S.	6.6	1.2
Computer Associates	U.S.	6.5	1.1
ACI/UCC	U.S.	5.2	1.0
ADE	U.S.	4.5	1.0
VisiCorp	U.S.	3.5	1.4
MicroSoft	U.S.	3.1	1.2
Callinet	U.S.	2.5	1.0
Other		190.5	74.2
Total		257.0	100.0

Source: IDC

## Fierce competition

CONTINUED FROM PAGE 4

"Silicon Valley." But West Berlin too, has been taking many initiatives to attract and finance innovative companies.

West Berlin was the scene recently of the first large-scale congress devoted principally to the software industry in West Germany, known as Compex '84.

This congress served to highlight the steeply rising demand for software in West Germany and the difficulty of speeding up the provision of software solutions to problems, through such means as software engineering.

There was also stress on the need for "user-friendly" software to smooth the process of worker re-training as computer systems become more widely spread in West German workplaces.

As elsewhere, software is becoming an increasingly large part of the outlay on data processing in West Germany. At present software is estimated to account for about 30 per cent of the total expenditure in this field, but by the end of the decade it is thought the proportion might approach 90 per cent.

Because of the cost of hardware and software and the sometimes bewildering array of alternatives, many users are looking more to concerns which can provide or advise on data systems including software.

One leading management consultancy and software house, Roland Berger, has estimated that the amount of money spent on data processing in West Germany this year on advice about data processing and software will exceed the amount spent on classic management consultancy and that the gap will widen in the next few years.

According to the Frankfurt-based Diebold management consultancy, most companies are still not aware of the significance of data processing as a way to strengthen their earnings and competitiveness.

In a recent study, Diebold also said that a lot of applica-

tion software in use in West Germany originated in the 1970s and was no longer appropriate because of the development of more powerful and complex systems.

With West Germany becoming more concerned to make headway in information technology, there is growing emphasis on computers and elementary software in schools.

Dr Roland Soetens, senior Siemens executive, recently referred to software technology as the basis for future economic success. He said that experience with computers and software should be provided as quickly as possible in all areas of education in West Germany.

Although local concerns provide much data processing software in West Germany, U.S. and UK companies also have a strong hold, particularly in supplying standard products and services. Foreign companies which have been benefiting from fast growth in the U.S. and the UK are being increasingly attracted by prospects that the West German market is gathering momentum.

## Expansion

Microfocus of the UK has just set up its own subsidiary in Munich to carry out marketing in West Germany, Austria and Switzerland, with emphasis on its Cadot software tools for microcomputers and personal computers.

Last year Microfocus earned 55 per cent of its sales revenue in the U.S., 27 per cent in Japan, 13 per cent in the UK and a tiny 2 per cent elsewhere. The company sees considerable scope for improvement in Europe, according to Herr Erik Tonnesen, general manager of the Munich subsidiary and a data processing and marketing specialist formerly with Siemens and Nixdorf.

Peachtree International is also pressing sales in West Germany through its link with RHV Software Technik. Its distribution network includes the Metro supermarket chain as an outlet for microcomputer software.

There are plenty of software packages around to help control businesses.

Most of them do some of the things you require very well indeed.

The trouble is, different discs for different jobs can be rather a handful.

You need one for word processing, then another to display spreadsheets.

One for database, and another for graphics, and so on.

Each with its own set of commands.

Lotus Symphony does it all on one disc. Single handedly you can do sales forecasts, ad-

just profitability, juggle with inflation, then put the answers in a letter and send it to addresses taken from the database.

And if you don't like figures, it will turn them into bar charts, pie charts and half a dozen other charts. All in glorious colour.

Window management lets you put all the functions on screen together. A change in one window can simultaneously take place in another, you can zoom in and out and even shuffle the windows around.

What is more, with add-in applications, Symphony can grow with you, so there are no limits to its uses.

If, however, your needs are simpler, you can choose Lotus 1-2-3. It handles most office requirements (spreadsheet, graphics and database) on, of course, one disc.

Because one thing Lotus always assumes, is that you only have one pair of hands.

For further information on Symphony and Lotus 1-2-3 (still the biggest selling software package in the world) call Teledata on 01-200 0200. **Lotus**™ and Symphony™

## Most software companies assume you look like this.

There are plenty of software packages around to help control businesses.

Most of them do some of the things you require very well indeed.

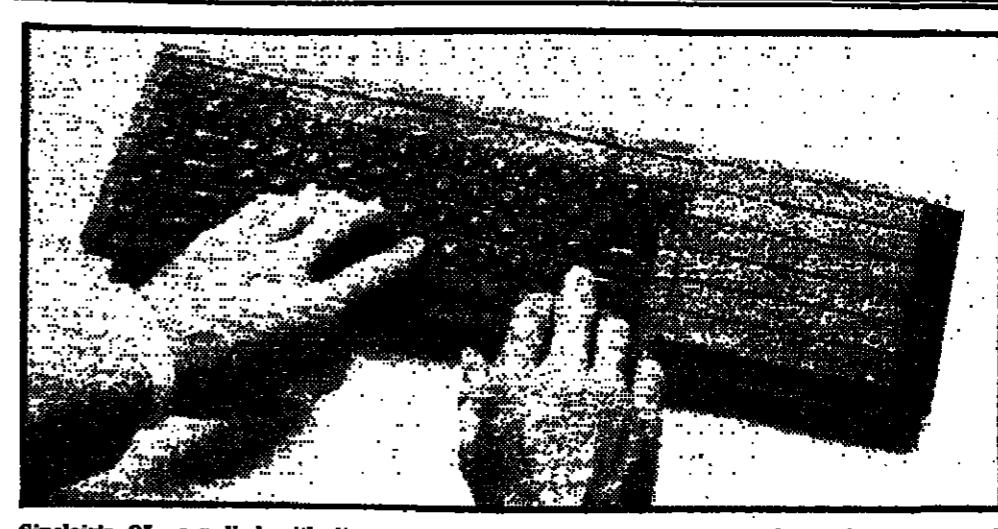
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Sinclair's QL, supplied with its own powerful, integrated software suite, written by — and licensed from Psion. Sinclair is studying plans to produce QL computers in France next year and to commercialise French-adapted programs for schools

solidated its position by taking over Ordina, a medium-sized SSII (Ranking 22nd in the 1983 listings) which also has considerable expertise in the banking field.

In another regrouping, Ségis, computer service subsidiary of the Crédit du Nord bank, has taken a 46 per cent stake in Systems Laboratory (Sylab), a specialist systems company which has built up particular expertise with IBM equipment in banks.

On a less bright note, Cap Gemini Sogeti has just

launched its position by taking over Ordina, a medium-sized SSII (Ranking 22nd in the 1983 listings) which also has considerable expertise in the banking field.

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Elsewhere in the computer

service sector, the air has been

humming with restructuring activity designed to put the companies on a sounder foot-  
ing to tackle international competition.

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launched its position by taking

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service subsidiary of the Crédit du

Nord bank, has taken a 46 per cent

stake in Systems Laboratory (Sylab), a

specialist systems company which

has built up particular expertise with IBM equipment in banks.

Falling demand for this type

of activity helped account for

last year's problems. And CISI

now has to struggle to join the

trend already established by

Cap Gemini Sogeti of building

up higher value-added business

in consultancy and analytical

services to industry and com-

merce.

Following losses of FF 108m

last year, partly due to a

FF 20m deficit at its U.S. sub-

sidiary Wharton Econometrics

acquired in 1983, CISI is under-

going a thorough reorganisa-

tion on the unlisted section of

the Lyons stock market at the

end of last month.

Cap Gemini Sogeti, which

had profits last year of FF 72m,

on FF 1.4bn turnover,

would be a sure hit with inves-

tors, has indicated that it could

eventually seek a bourse flota-

tion too, although it has no

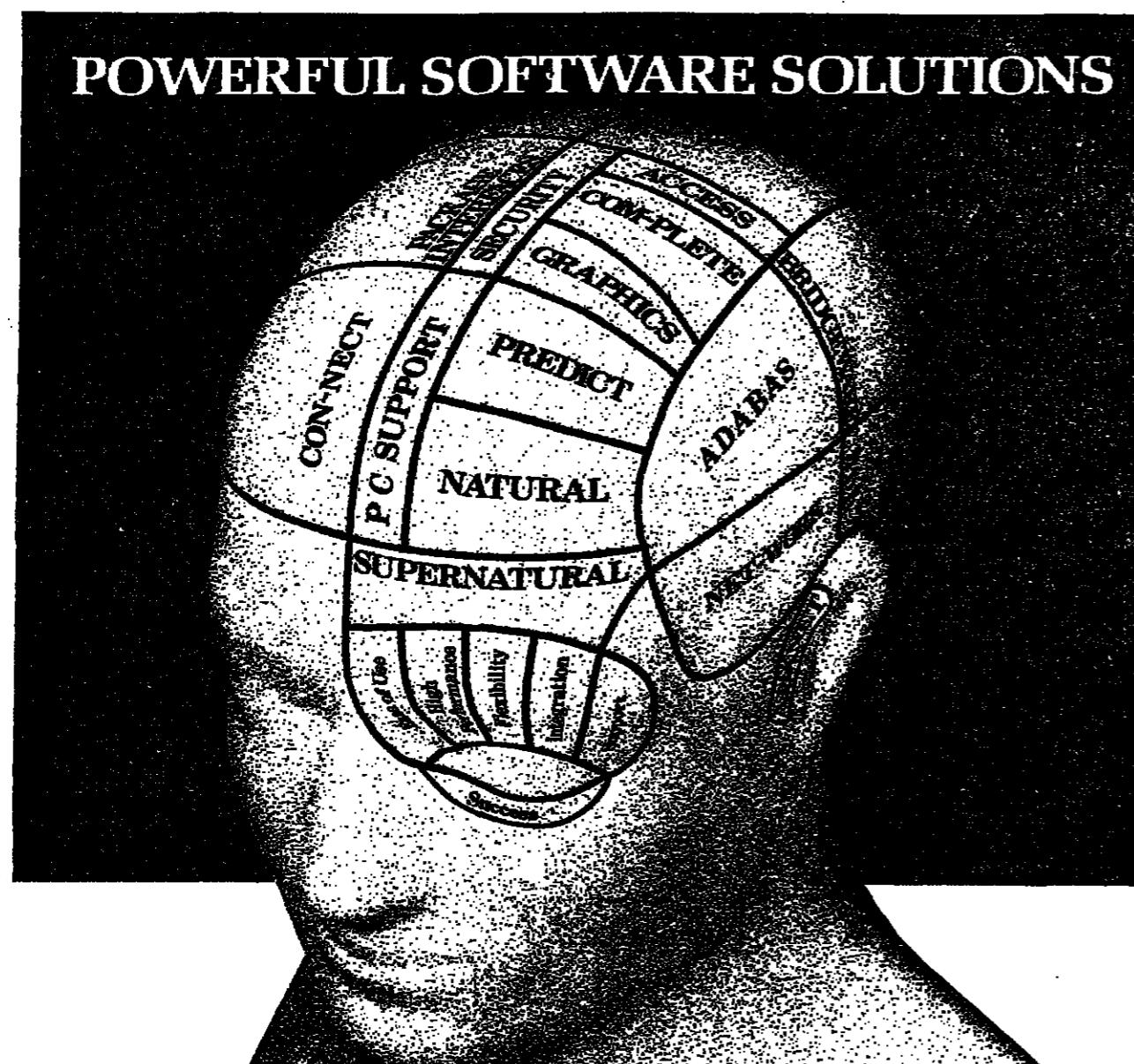
plans at present.

On a less bright note, Cap

Gemini Sogeti has just

launched its position by taking

## POWERFUL SOFTWARE SOLUTIONS



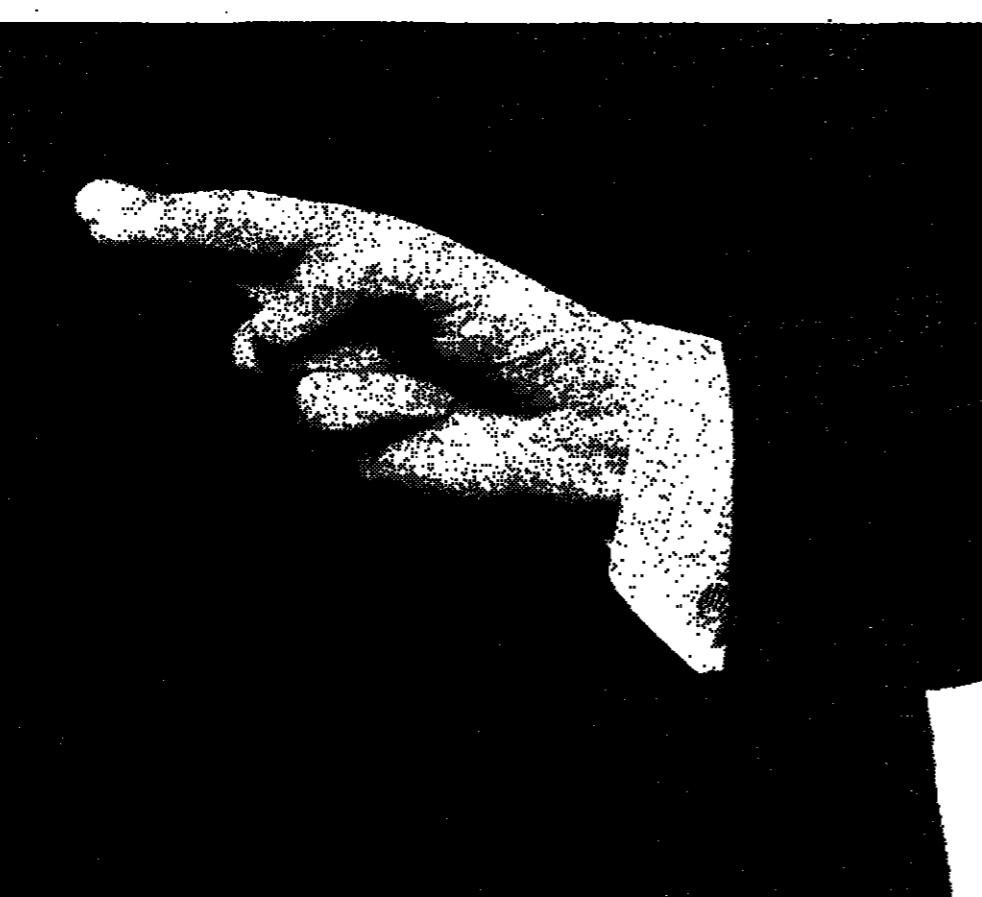
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## Computer Software 6

## New techniques hold the key to the future

A NEW and powerful emphasis on software engineering over the past few years serves to illustrate the extent to which the computer industry is taking its own medicine.

Using computers to aid in the design of the complex circuitry written on to silicon chips or in the layout of printed circuit boards is comparatively commonplace, these days. What is new is the trend towards using these computer-aided design techniques in the construction of complex and sophisticated software.

To the lay person such an approach may seem only common sense, but in the computer industry, where the construction of large suites of software has always been regarded as akin to a black art, it is quite revolutionary.

Mr Roger Crabb of the U.S.-based services firm Computer Sciences Company noted in a recent report: "Software engineering techniques are primitive. Most software is still developed with no formal methodology, the software development process is not supported by automatic tools and the testing process often consists of trial execution with sample data chosen almost at random."

"As a result, the software is unreliable and there is no guarantee that the results given by the software are correct."

## Poor record

A pretty damning indictment, but fully justified by the software industry's fairly awful record of completing projects on time and on budget.

The UK-based consultancy Pactel discovered, from the results of a study it carried out in 1984 into more than 200 UK software projects, covering all types of application, that two-thirds cost more than budget. More than half failed to meet their deadlines.

It was a depressing discovery, but hardly surprising. In the early 1960s when IBM was in the latter stages of developing its System/360 family of computers - certainly the most significant development in commercial data processing history - it estimated its costs at \$670m of which \$35m was to be spent on software development.

The software programme was plagued with problems and within two years the estimated cost had been raised to \$60m. At first it was thought some 200-300 programmers would be required. Emerson Pugh, an IBM research scientist, wrote: "By the end of 1965 there were 2,000 programmers working on System/360 software at a cost of over \$80m a year, causing Fred Brooks (the manager responsible) in frustration to assert: 'Adding manpower to a late software project only makes it later.'

Mr Brooks had stumbled, through hard experience, on one of the basic truths of software development: more than a decade passed before Mr Laurence Putnam, then an adviser on software budgets to the U.S. Department of Defence, was able to show, first empirically and then by detailed mathematical analyses, that the development, more than a suites follows a common pattern.

He found that there was a

distinct limit to how quickly a given software project could be developed, given that three or more people were involved that the project would take at least six months. In other words, the development process is not supported by automatic tools and the testing process often consists of trial execution with sample data chosen almost at random."

Mr Putnam has now computerised his model of software life cycle management. Called SLIM, it is an important software engineering tool.

So what is software engineering and why has it suddenly assumed such importance? The UK Government's Alvey committee on advanced computing, after all, picked it out as one of the key enabling technologies for the future, while many companies, from the massive GEC downwards, have established departments to develop software engineering expertise for their own use and to sell to others.

One of the most recent addi-

tions to this list is the UK computing services company Logica, already noted for its work in datacommunications software, especially in the financial sector.

The Logica project is called Sesame. According to its manager, Mr Keith Southwell, the aim is to discover ways of producing software more cheaply and "less riskily". He expects to be able to achieve, in some cases, a ten times improvement.

The basic aim in all software engineering research is to find ways of producing software in a more reliable, more professional manner. This becomes increasingly important as the size of the piece of software becomes larger.

A typical computer game, for example, may consist of a few hundred lines of computer language. Software engineering techniques need not be used for such a task although they could certainly make it easier.

One of the major personalities in software engineering, Mr Edward Youdron, defines four classes of project.

• First, the simple - those involving up to 10,000 lines of source code and requiring three or four programmers for six to 12 months. (Note: even simple projects fit into Laurence Putnam's SLIM model.)

• Next there are difficult projects involving 10,001-100,000 lines of code.

"There is a non-trivial danger," Youdron asserts, "that the project will be finished several months late and that it will exceed its budget by tens of thousands or even hundreds of thousands of dollars."

• Hair-raising enough for most,

but Mr Youdron goes to to define complex projects involving up to 1m lines of code ("even the most battle-scarred veteran would admit to a certain amount of nervousness") and the nearly impossible: "There have been only a handful of projects of between 1m and 10m lines of code. Conventional techniques and a conventional 'suck life cycle' are almost guaranteed to fail with projects of this magnitude."

What is driving software engineering specialists like the Wang Institute in the U.S., Imperial Software in Britain and individual companies such as Systems Designers and Logica, is the acute realisation that the categories define much of the critical software that will have to be written for tomorrow's telecommunications, financial, retail, defence and other systems.

According to Mr Roger Crabb of CSC, there are two fundamental approaches to software development: functional decomposition and modelling.

Functional decomposition emphasises the early definition of system requirements and the breakdown of the overall problem into a series of subproblems.

As examples of this approach, Crabb chooses

McAuto/IST's "Stradis," Arthur Andersen's Method-1, BIS's SSD,

Softech's SADT, and CSC's

DSADM-II.

## User's world

Modelling, Mr Crabb says, involves the need to build a logical model of some view of the user's world; these can be either data models which have no concept of the passage of time or process models which describe the real world in terms of process entities and their connection.

So-called "fourth generation" languages are becoming increasingly important for system design and the automatic generation of computer code. One example is DMW Group's USE IT; Sperry and Burroughs' Line are others. James Martin, chairman of the DMW Group and one of the computer industry's more significant communicators said at its launch: "When people in the year 2,000 look back on what we're doing today, they will regard our programming techniques as being rather like an engineer building a bridge without stress calculations."

Most software specialists are agreed that there is no universal panacea which can solve the problem of managing the development of large software projects.

A common approach, therefore, is to assemble a portfolio of methods and software production tools (editors, fourth generation languages and so on) which can offer something to most projects.

The work of these groups is probably the most vital in computing today; on their efforts depends the success of every major data processing project for the foreseeable future.

"Training and selection of computer personnel, MSC, £2.50."



Many UK employers have not yet started to select or train staff for vital computer skills, according to recent reports

## Industry faces big challenge

FEW THINGS could be more important to any organisation than the task of ensuring that its key jobs are done by people with the aptitudes and developed skills to do them well.

The task would seem to be especially important in the computer field today when most authorities are forecasting that new information-processing technology will have spread into almost every branch of business and public services by the end of the next 10 years, if not within the next five.

The communications technology which might be viewed as a hyper-advanced version of reading, writing and arithmetic is a discipline comparable with that which, by the traditional "Three Rs" around the ninth century BC.

Their use had previously been confined to small enclaves of esoteric specialists who, since no one else could understand and manipulate the symbols involved, could be content with being equipped to communicate with one another.

From the time the Phoenicians developed a more easily learnable and usable alphabet with symbols analogous to the basic sounds of everyday speech, however, simply possessing the techniques of the Three Rs became less and less effective as a means of earning a living.

For anyone wishing to go on prospering, that meant learning to understand not just the mechanics of communication but at least some of the activities which ordinary people communicate about.

Evidence that software staff are now facing a comparable challenge has emerged recently from a study sponsored by the National Computing Centre. The survey covered more than 500 organisations employing programmers, analysts, programmers and systems analysts in Britain as well as institutions providing relevant training.

They were consistent in the view that such staff would need far broader knowledge and skills in future.

"In this respect great emphasis

is given to jobs as programmers although they have no pass grades in the less demanding 16-plus exams, let alone at Advanced level.

What is more, if people's results at A level testify to their respective intellectual abilities, then the same people's performance in their subsequent degree exams seems to testify to something else because the two sets of results are not correlated.

Given that software staff will increasingly need broad understanding of business and other practical activities, the prospects of obtaining the right people will only be lessened by continuing insistence on A-level passes.

It will lead parents to maintain their pressure on schools to leave aside the development of pupils' practical abilities so as to concentrate on pushing them through exams in ever more specialised academic subjects which, as the British Institute of Management among others has lately complained, is limiting the practical usefulness of young people leaving our education system.

The waywardness of the prevailing selection habits is further emphasised by the survey's finding that the employers' main complaint was that new recruits were deficient, not intellectually, but in the necessary so-called personal qualities.

But the report adds, "despite this emphasis on personal qualities there is no evidence of any systematic attempt to assess these qualities apart from the relevant which is notoriously unreliable when it comes to pinpointing personality traits."

To cap it all, in almost 40 per cent of the employing organisations the software staff were not offered any formal training at all.

Hence the report's conclusion that the survey's findings



Mr George Penny, the careers projects manager at the National Computing Centre, points out that there is a crisis facing UK information technology, due to the lack of attention paid to the mounting problem in the past 15 years.

"Since Japan became a threat in this, as well as in other high-technology industries, we have had Information Technology year in 1982 and Alvey, U.S. domination before that apparently went unnoticed... but the IT beat won't wait," he says.

are "alarming and challenging at the same time" the most urgent challenge to the British computer industry being to lose no time in becoming at least as systematic and rigorous about selecting and developing its hardware as it is about its software and hardware.

## Computer Software 7

## Major third party vendors

Western Europe's top 10 vendors in 1983:			
Company	Country of origin	Revenue \$m	Market share %
IBM	U.S.	279.0	3.0
SGI	France	144.7	1.5
Cap Gemini Segh	France	139.1	1.5
GSI	France	128.8	1.4
Geico	U.S.	112.9	1.2
Selco Int.	U.K.	116.4	1.2
Datev	W. Germany	108.9	1.2
CSIR	France	98.0	1.0
CCNC	France	85.9	0.9
Teleglobe	France	77.2	0.8

Source: IDC.

## Good news for users

## Micro operating systems

PHILIP MANCHESTER

COMPUTERS NEED operating systems just as cars need steering wheels and brakes. Although nothing more than rather special programs, operating systems make the use of a computer a lot easier than if they were not there.

If you imagine having to stop your car and turn the wheels manually everytime you wanted to turn a corner, then you will have some idea of what life without an operating system would be like.

In the world of microcomputing, operating systems have become so important that their production and adaptation for many different microcomputers have kept a significant number of software companies in business for the last five years.

Three separate strands have evolved over that period, each dependent upon the microcomputer technology being used. • Digital Research's CP/M system and its offspring has gained ground in the first generation of microcomputers—those usually referred to as 8-bit machines.

• Microsoft's MS/DOS (and its identical twin, IBM's PC/DOS) has dominated the second generation of 16-bit machines—mainly because of IBM's strong support on its personal computer range.

• The third strand of development includes a range of systems that seek to challenge these two market leaders by offering either better user features or a better use of the technology itself.

It is this third area where the most interesting developments are taking place. This is partly because of the innovative nature of software development but also because it is feeding back into the development of MS/DOS and CP/M.

Early in November both Digital Research and Microsoft made significant announcements reflecting this cross fertilisation of ideas.

The former announced a graphics-based "front-end" (that is the part that the computer-user sees) that over a great deal to the recent work done by Apple Computer with its highly innovative Lisa and Macintosh computers.

## More features

Digital Research's Graphics Environment Manager (GEM) embodies many of the ideas—the use of "icons" to represent a computerised desktop, the use of the mouse device to "drive" the system and the ability to have several different programs running at once, viewed through different user-specified windows.

Microsoft has already announced similar features to add to the MS/DOS operating system, although there is some doubt as to when they will be available.

Digital Research promises GEM for early January, 1985. At the same time, Microsoft announced networking support for MS/DOS users, allowing a number of microcomputers to be plugged together to share expensive resources such as hard disks and laser printers.

Both of these announcements provide strong pointers to the direction that personal computing will take over the next couple of years.

The GEM interface and Microsoft's Windows interface should make it far easier for a new breed of computer user to operate personal computers than the initial reception of this technology on Apple's Lisa and Macintosh is anything to go by.

To return briefly to the driving analogy, this type of technology not only provides the computer "driver" with a steering wheel, it also hides the idea of the operating system.

## Mainframe operating systems

PHILIP MANCHESTER

AS THE awareness of computing has increased, the importance of software in computer systems has increasingly come to be recognised. Software is the mechanism whereby a pile of electronic circuitry is persuaded to do something useful.

Whether it be a word processing package, a large payroll system or a satellite control system, the system that makes the computer world go round is software. Furthermore, the financial investment in software is now seen as being far greater than that in the hardware used for its execution. It is estimated that in the U.S. alone \$20bn per annum is spent in just maintaining those programs.

Users of computer systems have built programs to perform certain tasks relevant to the way their business works and wish to preserve that investment.

At the same time, computer manufacturers are anxious and indeed obliged to sell evermore sophisticated technology to im-

prove the way these systems perform, as well as catering for their inevitable growth.

The key to reconciling these two seemingly opposing ideas is a piece of software which sits between the user's own programs and the computer. It is called, loosely, the "operating system" and it has been used by computer manufacturers quite successfully to make computer-users across increasingly sophisticated computer systems without sacrificing the substantial investment they have made in their own software.

All computers have operating systems and the bigger the computer, the more it is expected to do. In a small microcomputer, the operating system is confined to providing ways of organising and accessing data.

On a large mainframe, it will not only be expected to do all of that, but it will also be charged with controlling the terminals connected to the computer, sharing out the computer time and a whole host of other things.

Generally speaking an operating system is a piece of software that looks after all of the internal needs of a computer system—all of the things that the user is not interested in and does not want to know about.

Unfortunately, this does not mean that we can forget about them. Operating systems also exert a significant influence on

what happens outside of the computer as well.

The number of terminals a computer can support, the size of the database it can handle and the efficiency of the system as a whole are all dependent on the operating system.

In mainframe computing at the moment, there is mounting concern over the future of operating systems. Nowhere is this more fiercely debated than in the IBM community.

Although IBM did not invent the operating system, it most certainly enshrined it as an important component in a computer system. When IBM launched the 360 computer 20 years ago, it established a standard operating system. And, with the same shrewdness that prompted IBM to call its business microcomputer the Personal Computer, it called its operating system Operating System (or 360/OS among engineers and programmers).

## High pressure

By

John

Gill

FT

1984

Despite many changes in the hardware of its computers, that same piece of software—now much enhanced and extended—still exists on the medium to large IBM computers of the 1980s.

The reason for this goes back to the purpose of operating systems as described above. It was the only way that the user's software investment could be protected while moving the

software to newer, more powerful and more economical hardware.

So great has the pressure from users been to keep to this standard that the central part of the IBM operating system has remained unchanged throughout two decades.

This strategy has not been without its problems, however, and the current debate on operating systems is directly concerned with the problems that arise from using obsolete technology. For historical reasons, IBM has three different operating systems for its mainframe computers. The original Operating System has mutated into a system called MVS (Multiple Virtual Storage, MVS).

This tends to be used by larger IBM computer-users and has grown to vast dimensions. One IBM expert suggested that no serious IBM-user would contemplate running MVS on a machine of less than 8m characters of main memory (eight megabytes). Even by today's standards, that is a very large computer.

Because of delays in building the original operating system, IBM in the 1980s put together what was seen as an interim system called Disc Operating System (DOS). The two systems are very different and programs built for one cannot use the other.

In Europe at least, DOS dominates the medium to large user market, despite constant

pressure from IBM for them to move to the larger and more comprehensive MVS. Cynical observers of IBM suggest that such a move means that IBM can sell more large-size machines and derive even greater revenue from hardware sales. But that view is only part of the story. The fact is that as long as IBM has to support two main operating systems it is spreading its resources too far and holding back further development on both.

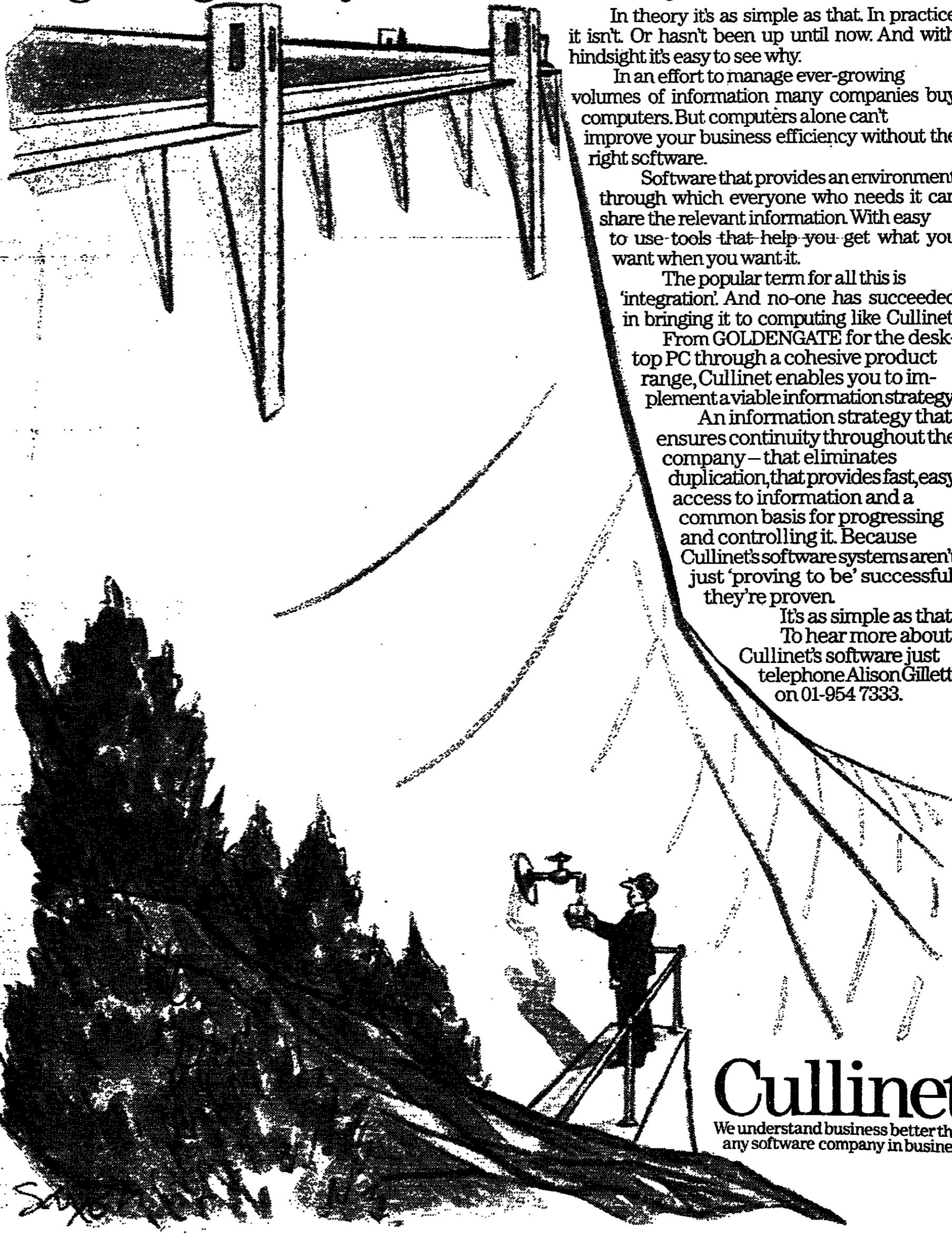
## Complications

If that were not enough, IBM also has another system called Virtual Machine (VM). Although this is not, strictly speaking, an operating system in the way that MVS and DOS are, it can achieve many of the same things and, therefore, complicates the situation even further.

The concept of the Virtual Machine is quite simple—it allows a single computer to pretend to be several computers. Software running in the virtual machine, conceptually, has a whole machine to itself.

This means that an MVS operating system and DOS operating system can, theoretically, at least, sit side-by-side in the same computer—each within its own virtual machine. In light of this knowledge, it is no surprise that IBM is keen to bring its DOS-users on to the VM bandwagon. A significant

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Volume	Netherlands	42.3	1.1
Steiris	France	39.9	1.1
Teleglobe	France	34.8	0.9
Logica	UK	34.5	0.9
Datema	Sweden	32.2	0.9

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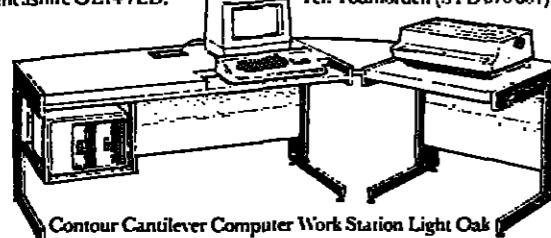
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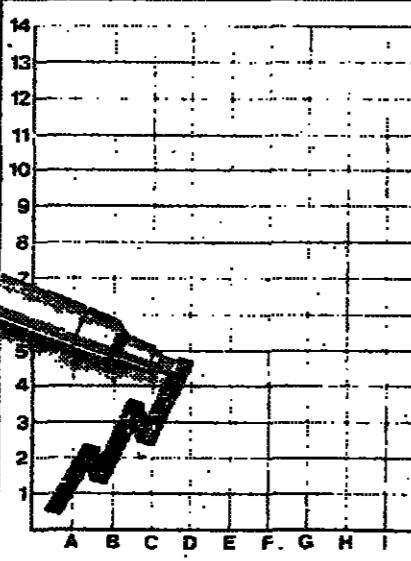


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## Computer Software 8

### A mandatory buzz word of computing

THE golden rule of the seventies was: base your software purchases on the CP/M operating system, because every application you will ever need works on it.

The rule of the early eighties was: buy MS-DOS for exactly the same reason, and the additional one that IBM says so. And for the mid-eighties?

Here it is:

Never, but never, get caught putting your data in more than once. Data capture is tedious enough the first time round.

Hence the new mandatory buzzword of computing: the integrated software package. The word "integrate," like most vocabulary adopted by the computing fraternity, has assumed its own meaning, losing its essence. The main aim of integrated software is to make programmes work together harmoniously, with as little trauma as possible when making the transition from one function to another.

Historically, even the most flexible software has been extremely limited in its environment. For example, however happy a user is with a single-user payroll package, it may prove impossible (or expensive) to take that particular application and run it on a machine with a different multi-user operating system.

Time was when every application had its own data, written into it as the programmer saw fit at the time. There along came the database—a pool of common data which can be used in many different programmes. Many package vendors integrate their applications this way, perhaps passing data between a stock and an accounts system via a database.

The database makes it easier to traffic data between programmes, but you have to be sure that you pick a database, or a range of packages, which will not limit your system in the face of competition.

One approach to integration is the "windowing" of tasks, popularised by Apple's Lisa and Macintosh machines. Windows display several activities on the screen at once, and users can shuttle between tasks without losing sight of them.

IBM Personal Computer users can also play with windows. IBM's own rather late implementation left the field clear for other products: VisiCorp's VisiOn, complete with applications, the windows product from Microsoft, originator of the PC-OS operating system, and Digital Research's ingenious Concurrent CP/M, which opens the doors between CP/M and MS-DOS applications.

Lotus Development Corporation promised to supply the next milestone in integration with its new product, Symphony, the follow-up to the 1-2-3 spreadsheet. Symphony, starting with

Integrated software  
CLAIRE GOODING

computerised.

For example, take the 80 per cent of IBM Personal Computer users, who are said to have bought the machine solely to run spreadsheet programmes, (probably the 123 programme from Lotus Development Corporation). Unless they have bought with unusual foresight, they come up against the usual barriers once they start to spread their hi-tech wings. The spreadsheet bought from A doesn't work with B's accounting packages, or C's word processor, and so on.

Software vendors have quickly become wise to this, and several have produced integrated "suites" of packages which can work together sharing the same data.

One such company, the software giant, MSA, has even linked its accounting software to Lotus' 1-2-3 spreadsheet.

#### Co-operation

Now that IBM has entered the applications market, more independent suppliers might "join hands" this way, co-operating in the face of competition.

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Lotus Development Corporation promised to supply the next milestone in integration with its new product, Symphony, the follow-up to the 1-2-3 spreadsheet. Symphony, starting with

the established spreadsheet packages, brought new elements into the environment—communications, word processing, and other facilities, so that all elements could be used together.

Lotus chose the name Symphony to portray the user as a conductor of many different parts. But, as even the favourable reviews suggested most people find it hard enough to play one instrument without having to understand the entire score.

Although it has been praised for the way it speeds up operations and provides more control over information, Symphony has so far failed to sweep the board as did its forerunner Lotus 123. Lotus 123 was superbly easy to use. Manoeuvring between environments demands rather more versatility.

Getting to grips with any new computer tool is not unlike learning a foreign language. You have to learn some "grammar" whether you aspire to write poetry or simply need to understand the road signs. A product as ambitious as Symphony has to cater for both sorts of user.

The integrated software package, like everything that has preceded it, will probably be hawked as the ultimate answer to your software dilemma. However, even Mr Mitchell Kapoor, chairman and chief executive of Lotus, has expressed his doubts speaking at the recent Financial Times Professional PC Conference.

"I don't believe that integration is a panacea. Value for customers is more important than integration. There is no single solution."

So far, every generation of computer users has faced the same problem: "conversion" from one system language, or package, to another—even from one release of a product to another.

Passing data from one application to another now looks comparatively easy. The trend in the 80s has been away from "locking in" users to a particular supplier, and towards creating as many options as possible: hence Unix, Pick, and the other popular operating environments.

No-one, so far, seems to have found their way around the inevitable equation. As the software becomes more powerful, so the users need to become more skilful, and more versatile.

So, it might be added, do the software marketers. Users sometimes just don't know what's good for them.

Implementation of this software, scheduled for this month, marks the final stages of a two-year switch to IBM hardware and IBM-compatible systems at Sharp's Manchester head office.

Sharp, which employs 300 staff in the UK, has seen substantial growth and its latest turnover figures exceed £150m. Worldwide, the company operates in 135 countries with a total turnover of more than 250m.

BP Oil, the refining and marketing arm of the BP group in the UK, has also ordered £100,000 worth of MSA software, comprising the General Ledger and Accounts Payable On-line packages, and the Easy-Screen generator system.

At BP Oil, however, the new software will run on Sperry equipment, an 1100/81 mainframe, at the company's com-

puting and accounting centre in Hemel Hempstead, Hertfordshire. MSA on-line software is now fully available on Sperry hardware and supported by a co-operative MSA/Sperry agreement.

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## Computer Software 9

## U.S.-based suppliers dominate the sector

## Computer-aided design

GEOFFREY CHARLISH

IN COMPUTER-AIDED design (CAD), an engineer sitting at a screen and keyboard input uses an input device like a light pen or a graphics tablet to pin-point positions on the screen. He then joins them to make lines and so build 2D drawings and 3D representations of objects such as engineering components or electronic circuit boards.

The hardware looks impressive—colour screens, tablets, complex keyboards, big drawing plotters, powerful processors—but the key to its successful use lies in the software.

The software determines how easily and quickly the user can make a system "draw" the shapes he wants and how easily and efficiently he can interact with what is on the screen.

Next in order of turnover in Europe are Intergraph (£40m in 1983), Applicon (£38m), Calma (£31m) and Racal Redac (£27m). Only the last of these is British-based, although Cambridge Interactive Systems (now part of CV), turned over £20m.

Designers are only gradually accepting the more advanced and expensive software, however. The F and S report says that users are adopting surface and solid modelling, for example, for only 2 to 5 per cent of all CAD work.

The figure is small despite promotion by the makers and perhaps reflects the hard-

headed approach of most engineers. Nevertheless, the use of CAD in general has expanded rapidly since it made its first real impact in the late 1970s—in spite of economic conditions. In 1979 European CAD revenues were about \$100m, for 1983 they are put by F and S at \$570m and in 1987 are likely to reach \$2,300m.

This signifies an annual growth rate of 40 to 50 per cent, whereas the computer and information systems market in general is only set to expand at about 20 per cent a year.

Computer-aided design, manufacturing and engineering (CAD/CAM/CAE) is now dominated by U.S.-based companies. Computervision and IBM are fighting for first place on a world basis but in Europe IBM's revenues are put at \$148m and IBM's at \$103m. By 1987 they are expected to be equal at \$400m each. Frost and Sullivan says CV is losing market share in Europe.

What kinds of CAD system are available? According to Frost and Sullivan, the largest category is mechanical/electrical engineering (£430m of purchases in 1983), followed by electronic printed board design (£150m), integrated circuits (£80m), process plant (£70m), architecture and civil engineering (£55m) and mapping (£40m).

There are two dozen or so mechanical system offerings, including IBM's top-selling Cadam, Computervision's CDS4000, IGDS from Intergraph, Bravo from Applicon, DDM from Calma and Unigraphic from Calma.

Companies with revenues below \$20m are headed by Matra and MCS/Impell (both American) while the main French contender is Matra Datavision. Pafec, Ferranti, and Applied Research of Cambridge are other significant UK suppliers. Kongsberg operates from Norway, Siemens from Germany.

These are all "turnkey" suppliers—that is, they provide

fully supported hardware and software solutions to customers' problems. Often this is the only viable solution for users with no computing background. But many of the 60 companies trading in Europe will offer software to run on existing computers, often IBM, DEC, Prime, Hewlett Packard, Apollo or Data General machines.

This might be preferable when existing computers have plenty of spare capacity, where integration with other systems running on the machine is desirable, or where CAD is already in place and software enhancements are envisaged.

But companies must then be competent to choose software and perhaps more hardware, and put it all together.

For the electronics industry,

there are about 50 programs

available. According to Frost and Sullivan, these are well known, although most of the CAD majors

offer systems. They allow the

user to create a schematic circuit diagram, simulate its logic activity, lay out the board and route the interconnections. The computer provides data to photoplotters to yield accurate artwork for production.

CAM (computer-aided manufacturing) is a development that uses the database to give cutting instructions to machine tools, while CAE (computer-aided engineering) allows the engineer to apply, for example, static or dynamic forces to a structure on the screen to see how it behaves—long before any metal is cut.

Similar requirements occur in the design of integrated circuit "chips"—the third largest market in Europe after mechanical and PCB design. Relatively new companies such as Daisy Systems, Mentor Graphics and Valid have made a considerable impact at a time when electronic systems companies are increasingly design-

ing their own chips.

Process plant designers in the oil and chemical industries can use CAD for large arrangements of pipes, vessels, pumps, valves and similar items which have to be optimally placed in space with no clashes. Programs include PDMS (Prime Computer), Medusa (Computer-vision), Pegas (Cadence), IGDS (Intergraph) and Prodata (Prosys Technology).

Building design also benefits from CAD. There are about 15 programs which allow the whole project to be assessed before a single brick is laid, from internal and external appearance to the insertion of services such as heating and ventilation.

Computer Aided Design Systems in Europe; Frost and Sullivan; 329 pp; \$1,775. Phone: 01-486 8377.



A piping engineer in the oil industry uses a Computer-vision Europe Construction engineering package to route piping and place equipment. Alignment and connections can, for example, be quickly checked to ensure interference does not occur in the system.

## Indication of a maturing market

## Software publishing

PHILIP MANCHESTER

THE LAST couple of years has seen the birth of a new industry. Prior to the introduction of personal computers, products such as books and W. H. Smith, this specialised industry could not have existed.

It is called software publishing and, to a certain extent, its birth is an indication of the growing maturity of the mass computer market.

Mr David Ward, chairman of Manchester-based software firm, Ocean Software, describes the software business prior to the entry of High Street stores:

"About 18 months ago, most software was distributed by direct mail order. Companies and sometimes the programmers themselves would advertise in the specialist press and hope for a large wad of orders to fall through the letter box. The products were then despatched in Jiffy bags to the waiting computer owners."

But the entry of large-scale distributors—first of all with hardware and then later with the software products—has changed all that.

Mr Ward estimates that UK

chain stores now sell 75 per cent of the software for the home computer market.

"Perhaps the major factor in the development of that market has been Sinclair's Spectrum computer. For the first time it made it possible to distribute computer programs on cassette at 'pocket money prices,'" observed Mr Ward.

A typical computer game costs around £5.00.

He sees the idea of software publishing coming about as a result of the mass market demand for software.

The need for a mass market demand greater professionalism in packaging, marketing and distributing the products.

"When you are dealing with organisations such as Boots and W. H. Smiths, they expect the product to be there when you say it will," noted Mr Ward.

Resources

Ocean Software may spend between £10,000 and £20,000 to bring a new product to market with all of the advertising and packaging, point-of-sale material and special support.

Mr Ward suggests that this sort of operation is beyond the resources of the average small-scale software builder for microcomputers.

He goes on to say that being a computer programmer can actually be a disadvantage. Mr Ward and his colleagues at Ocean all have non-computer

backgrounds, though the company does retain a number of in-house technical people "to keep our finger on the pulse."

Occasionally they will generate a product but, in the main, the products are bought-in or commissioned in much the same way that a manuscript is obtained by a book publisher.

"The industry has become very 'fashion-driven' and the charts for software are becoming as important as the pop record charts," commented Mr Ward.

A typical product packaging exercise entails taking a rough

idea by an author and "smartening" it up. This would include introducing high quality graphics and good documentation.

"We also rewrite product from one computer to another. A game that has been successful in, say, the Spectrum charts is almost guaranteed success in the Commodore charts. We do a lot of translating games from one machine to another," he added.

Melbourne House, another software publisher, has a background in book publishing and almost fell into the software market by chance.

"We published a book on the Sinclair ZX 80 computer and it was an enormous success. Our managing director decided to drop everything and move into software publishing," said Christine Laughton of Melbourne House.

"We are keen to let programmers know that we would be interested in marketing their work," Mr Nick Alexander, head of Virgin Games.

"But we need the internal staff to dress the products up for the market."

Mr Alexander described a typical example of using an external author: "We had a relationship with the author of

one of our most successful products, Falcon Patrol. Steve Lee, "He came to us with another program about which we were only moderately interested, but he had mapped out the ideas for Falcon Patrol to us. We did a deal with him on the program he had finished, mainly so that the could put Falcon Patrol together for us."

Mr Alexander describes the relationship between Lee and Virgin as similar to that of record company and an artiste.

"What does not exist at the moment in the market is the equivalent of a literary agent who would work with an author to package a product. This means the software publishers are fulfilling that role."

Other software industry people have compared software product publishing to film production, although none of the obvious metaphors really apply, especially with the new developments currently taking place in networking. As yet, the distribution of software over telephone lines is in its early stages.

But with the considerable freedom such a distribution method offers, it is only a matter of time before this becomes, perhaps, the dominant form.

Such a development will probably be as traumatic for the software publishing industry as the transition from mail order to retail distribution.

## Revenues from European sales

Computer-aided design (CAD): figures in £m						
Application						
1983	1984	1985	1986	1987		
Electronics, PCB design	110	150	218	290	370	
Electronics, IC design	53	80	127	184	260	
Mechanical and electrical	295	430	635	880	1,200	
Architecture and civil engineering	38	55	77	106	140	
Process plant design	48	70	104	142	190	
Mapping and utilities	27	40	64	96	140	
Totals	570	825	1,225	1,700	2,300	

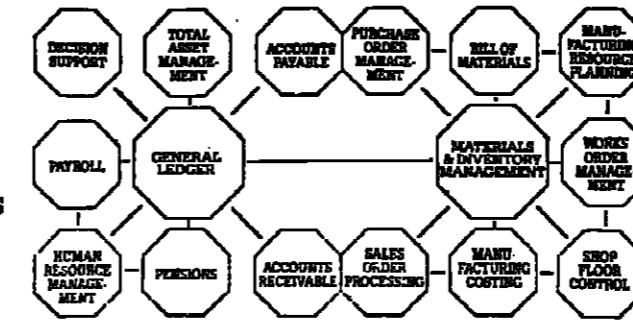
Source: Frost and Sullivan forecasts.

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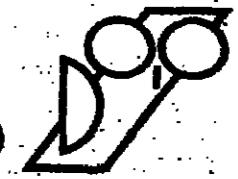
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Send me a boardroom-quality MONEYPRINT

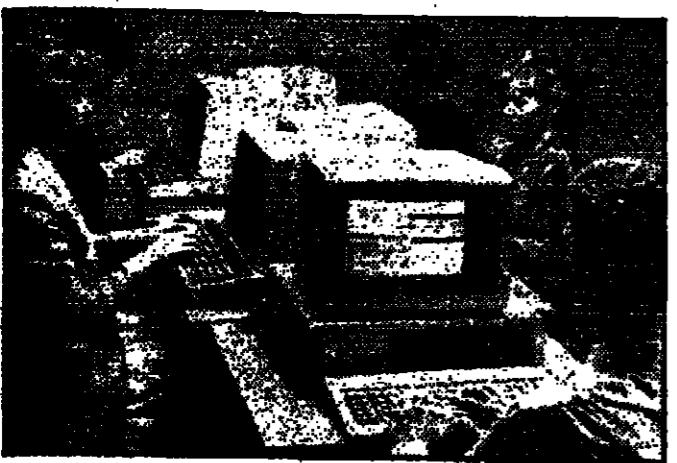
and other literature

\*My machine is/will be a \_\_\_\_\_ microcomputer.

**FT. MONEYWISE** 

FT.Moneywise is distributed in the UK by Planning Consultancy Software Limited and IBM United Kingdom Product Sales Limited.

## Computer Software 11



Starlink from Digital Research creates five workstations (above) from one IBM Personal Computer so that several people can share files, software and data simultaneously and cost-effectively.

## A boost for the tourist industry

Leisure sectors  
RAYMOND SNOODY

THE COMPUTERISATION of the English holiday resort is scheduled to take a dramatic step forward today.

Five English resorts—Bournemouth, Brighton, Hastings, Scarborough and Torbay—have got together for a computer booking pilot scheme. For the first time it may become as easy to book a holiday in Bournemouth as it has been for years to book in Benidorm.

Travel agents throughout the country will be able to make instant confirmed bookings for seven and two night holidays in each resort through a computerised viewdata system.

What it is hoped will give the English seaside resort a more competitive edge is made possible by a computer reservation system called Rita (Reservation Information Tourist Accommodation) which has been developed by Datavise, the Thorn EMI information technology subsidiary. The development has been supported by the Department of Trade and Industry, the English Tourist Board and the British Resorts Association.

In the project each of the 110 hotels taking part allows a portion of its rooms to the Rita system so that confirmations can be instantaneous. Rita keeps track of all bookings made and automatically maintains an up-to-date picture of availability of rooms.

The agent can also specify to Rita what type of accommodation is required together with the price range and date.

Rita will search for particular specifications for those wanting to know which hotels take dogs or have four-poster beds.

Although Rita is making its debut at only five resorts in the depths of winter it is an important step forward. The hope of both the DTI and UK travel industry is that the system will gradually build up into a national data base of both information on both holiday resorts and available accommodation.

The English Tourist Board (ETB) hopes that Rita, which is based on a Prestel/Gateway computer system will give travel agents a better opportunity to tap a market for holidays and short breaks at independent hotels which the board believes is worth £2.8m a year.

### Big step

Mr Michael Montague, until recently chairman of the ETB, said earlier in the autumn when announcing the new system: "In introducing Rita I believe that English tourism is taking a huge step forward. At last there will be a fast, cheap and easy way to choose and book a full range of seaside holidays at these five resorts."

The importance of the Rita system and the welcome being given to it in the travel industry merely underlines the extent to which whole sections of the leisure industry are dependent on sophisticated software.

To a very considerable extent the modern efficient world of mass package holiday travel would not have been possible without computers to keep track of bookings and vacations.

In travel agents the viewdata screen is becoming almost as ubiquitous as the telephone and hotels are heading in the same direction.

• In aviation there are systems such as the British Airways Travicom which gives access for air travel bookings to airline all over the world.

• The Association of British Travel Agents was instrumental in developing computer systems which offered instant access to tour companies and reservations via viewdata.

• In hotels, computerised booking and management systems are gradually taking over from

Rapid changes in technology and financial software requirements bring strong pressures on system suppliers

## Suppliers cannot rest on their laurels

THE NEWS late last month that FTS, a member of the Link consortium of financial institutions had given Logica and Olivetti the contract for its automated teller machine sharing network illustrates many of the key features of the financial software business today.

First, the consortium itself. FTS is a company within the Link consortium which includes building societies, financial institutions and savings banks—a good cross section of the "non-banks" which are expected to make a technological splash in the banking world.

Second, Olivetti, the hardware supplier. It will be providing the central switches for the system based on its CPS/32 fault tolerant computers.

The CPS/32 machines are, in fact, built by Stratus, a comparatively new U.S. company which creates fault tolerance in the computer hardware by pairing off sets of very powerful microprocessor chips and comparing the results from each set of pairs.

The FTS order is important both to Olivetti and to Stratus as they try to break into the fault tolerant banking market, dominated by Tandem, the original non-stop computer maker.

Then there is Logica. A leading, publicly listed UK computer services company, it has carried out a number of major banking projects including CHAPS, the clearing bank's automated payments system. The software it is offering

a comparatively small share of

the U.S. market, dominated by NCR.

The lessons that can be drawn from the FTS order are these:

• First, no supplier can afford to rest on its laurels when the technology is changing so rapidly. Tandem and ACI were undisputed leaders in their particular fields and still are; but Stratus and SFS are going to prove strong challengers with what appears to be newer technology.

• Second, customers are beginning to appreciate the importance of an integrated package of hardware and software. The CPS/32 and On/2 proved to be a combination that the consortium could not resist.

• Third, the kind of customer who wants financial software today is likely to be quite different from the customer of 10 years ago. What is more, competing companies which have long experience in some aspects of financial software may have to buy in new experience from outside to stay in contention.

Lastly, the actual automated teller machine (ATM) that FTS is recommending to its members is the Dallas 912, marketed in the UK by Phillips Ditsch. Ditsch is the market leader for ATMs in the U.S. but has

a switching package called Basis 24.

ATM-sharing is very new to the UK, and only a few years old in the U.S. Logica, despite its expertise in computer communications, did not have its own ATM-sharing package and so sought a suitable system abroad.

The hardware side of the electronic money business has settled down. For large systems the banks and others will use IBM, Tandem and, increasingly, Stratus. For workstations, they will use IBM Personal Computers (PC) or machines which behave like PCs. The quality of the software will make the difference.

So yet another trend is towards a multiplicity of suppliers. Some years ago, banking systems were built by the banks' own data processing staff helped and guided by the major software houses. CAP and Logica both grew powerfully on this kind of bespoke business, which created the substantial batch-processing systems which still underly the banks' general accounting activities.

### Tough world

Then there was a pause of some years while the banks and the non-banks gathered themselves for the move to online interactive systems and to the smaller scale distributed systems which could be run on personal computers.

The big bespoke houses apart, banking packages were in the past written by a handful of software houses which had the experience, luck and judgment

to prosper in the tough banking world.

With the move to on-line interactive systems, the flood gates have opened and banking and financial packages are available from a wide range of computer services companies. F International, for example, an unusual software company specialising in freelance programmers has developed a treasury management package.

CAP and Data Logic have both launched integrated dealing room systems while Minnie Business Systems has launched a UK and Foreign Stockbrokers package running under Unix, the high-performance micro-computer operating system, just to give an idea of the spread of companies and products.

The next stage and the greatest challenge to banking software specialists is the integration of banking products and services, to create a coherent whole. Now integration is very much the flavour of the month, at present, but in a recent report, Salomon Brothers, noted: "In view of bank deregulation and the steady incursion of non-banks we believe it is incumbent on bank managements to increase their productivity through strategic, futuristic electronic banking plans."

A final trend is the blurring

of the distinction between what is financial software and what is not. Treasury workstations, for example, are thought to be incomplete these days without a spreadsheet attached.

The move is towards integrated software like Lotus 1-2-3 and Symphony, but competitors in the financial planning business like David Thorpe of FT Moneywise (which IBM is now selling in some 17 European countries) argue that that kind of integration has proved more cumbersome than valuable. He says what is needed is a dedicated financial modelling tool—the "house's broadsheet software houses have come to a dead end."

### Decision

But it is certain that decision support will feature more powerfully in financial systems. Mr S. G. P. Dennis of Pactel told a recent financial conference that decision support systems could be applied across the whole finance sector where they could be used for both tactical and strategic decision making.

"There is nothing essentially new in all these," he said. "All these activities have to be carried out in any case. Decision support systems simply allow them to be carried out faster and better."

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formulae behind the spreadsheets providing automatic recalculation.

— While at the same time calling up a graphics frame to analyse competitors' sales profiles before designing the first

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## Computer Software 12

## Really three markets rolled into one

BY ITS intangible nature computer software is not the easiest product to sell. There are no shiny magic boxes with sleek cabinets, merely the promise of functions and performance to try to persuade businessmen to part with large sums of money.

But computer software has developed into a major industry in the UK—some forecast it will be a £1bn industry by 1987. And creative marketing strategies have been developed which have taken some software companies from the backroom to the international arena in months, rather than years.

But the software field is really three markets, rather than one—each aimed at different customers and needing different tactics to conquer the marketplace.

At the top end are software houses selling partially customised software to run the affairs of major industrial groups. Here the bill can easily come to over £100,000 and reliability and trust are the issues, rather than the colour of the packaging.

In the middle of the market companies are trying to sell programs which could easily cost £1,000 for use by small companies or by individual businessmen.

At the bottom end of the market software becomes a low cost consumer product for the home computer—a mass market of tight margins and intense competition in the High Street through such microcomputer multiple stores as Boots and W. H. Smith.

## Big orders

The price battles of the High Street are a long way from the world of software companies such as MSA (Management Science America), one of the leading software houses at the "heavy" end of the market.

The company claims it is the world's largest independent software supplier with turnover of \$139m in 1983. In recent weeks orders in the UK have included £100,000 software packages for both BP Oil and Sharp Electronics (UK) and an £80,000 deal with British Aerospace Dynamics Group.

To Mr Michael Hunt, MSA's executive vice president for international activities, marketing such software is a very precise task.

Although the company does some specialist advertising, its marketing—because of the

At this end of the software spectrum marketing is very closely integrated with other aspects of the company.

"The key thing that users tell us is that they want to do business with a stable, growing company and they are very concerned about how much money is being spent on R&D," Mr Hunt said.

Purchasers need to know the system can be updated, MSA know from their experience that the ability to sell major software systems to IBM mainframe users (their main market) does not automatically confer the skill of selling individual business software.

MSA has tacitly admitted that it is not the right company to run successfully Peachtree Software, its subsidiary in the microcomputer market.

MSA alone, Mr Hunt says, is a profitable company but Peachtree's performance is dragging it into loss. MSA is now looking for purchasers for Peachtree and says there are several interested parties.

A fundamental difference between the top and the middle of the market is the relative amount spent on R&D and marketing.

"MSA spends 20 per cent of its turnover on R&D and 3-4 per cent on marketing. With a company like Lotus (which produces software for business,

its 20 per cent marketing and 4 per cent R&D" is how Michael Hunt encapsulates the difference.

## Prices

Lotus says, in fact, that it spends more than 10 per cent on R&D but accepts the different emphasis because of the nature of its software.

Lotus has grown to a turnover of \$100m since its foundation in April 1982, by producing advanced integrated software packages for personal computers.

But at prices of £295 for the 1-2-3 package and £550 for the second Lotus product, Symphony, individual presentations, says Mr Irfan Salim, European marketing manager, are out of the question.

Instead, Lotus (which sells its software through the specialised computer dealers) organises one-day training presentations in various parts of stock for a small handling fee.



Graphic demonstration: 15 UK electricity boards have been introduced to a new concept of energy distribution control, using computer graphics.

Above: Mr Ian Bilsland (standing), introduced the concept to former Energy Minister, Lord Avon at a London demonstration. Mr Bilsland is managing director of a small Scottish company, Graphic Information Systems, of Blairgowrie, Perthshire, which has produced what is described as a solution to a network control problem that has so far eluded the world's energy distribution engineers. It uses computer graphics technology to display "active diagrams" of distribution networks that

are interfaced directly to telecontrol devices in the field.

Mr Bilsland explains that the graphics terminal provides, in effect, "a window on a distribution network map that, in the case of even a small electricity board, could extend across 25 areas if it were laid out, end-to-end."

Graphic Information Systems estimates the particular market for computer graphics systems in electricity distribution networks at £25m in the UK; £100m in Europe and, perhaps, £300m worldwide.

The system is claimed to be equally applicable to any energy network—gas, water, oil and so on.

Well over 50 per cent of staff time in most data centres is spent on maintaining and modifying existing programs which explains why requests for new applications may not be met for several months.

This, together with the decline in real terms in the cost of computing hardware, is the reason for one of the principal trends in local authority computing today, the distribution of computing power rather than its concentration in the centre.

At the bottom end of the market, particularly with games and other low-cost software, there appears to be the beginning of a move away from using distributors. The Virgin Group and several other companies are planning to take over responsibility for their own software.

Cut-price software houses, such as Mastertronic, are avoiding distributors and selling direct to a wide range of retail outlets.

ICL Me29s, to run their own applications.

According to a regular survey of the computer industry carried out by the consultancy Urwick and Computing newspaper, "the public administration sector, mostly covered by ICL, is the user sector with the biggest boost planned for decentralisation, while public sector users are the most cautious."

And in this respect, Britain's local authorities are a paradigm of the typical modern computer user. The range of activities they are involved in is broadly similar across the country.

They all have to pay their staffs, account for the £23bn or so local authorities in England spend each year on goods and services, control their housing stocks. Yet each council has its own refinements of operation which make it difficult for a standard computer package to fit all bills.

And there is the additional burden of changes in legislation which must be complied with by set dates, throwing a substantial extra burden on the data-processing staff.

This problem is rarely appreciated or treated sympathetically by those outside the data centre, but it has become the data-processing manager's chief concern these days.

Honeywell and Sperry have very much smaller shares while in the smaller local authorities, the minicomputer manufacturer "Microdata" has built up a substantial customer base.

Like almost every other kind of business these days—and the big banks and the Stock Exchange are good examples—the local authorities would like to see full integration for their "ideal" system.

In other words, all the information belonging to the authority should be held on a single central database which would be available to users in all the authority's departments where it could be manipulated by specific applications programs.

There have been attempts to build such systems, but none has been really successful. Perhaps the best-known attempt was ICL's Local Authority Management Information System (LAMIS), parts of which are still used by some ICL's local authorities. The CMC version with CIPFA's "seal of

approach" is to build discrete programs for particular applications, housing, rate calculations, etc.

Now its approach is to build discrete programs for particular applications, housing, rate calculations, etc.

ICL's star performer, in London at any rate, is Islington which runs a number of ICL's local authority packages including LAFIS (Ledger Accounting Financial Information System) and HMIS (Housing Management Information System) on its twin 288s.

Manufacturers' systems and those from independent software houses have not always proved acceptable to local authorities and Camden decided to design and write its own housing benefits system from scratch. Now it has been installed in eight other local authorities.

Perhaps the most important development in recent years, however, has been the appearance of local authority software country-wide consortia (some years ago some of the London boroughs set up a similar scheme but only one system came out of it).

The Chartered Institute of Public Finance and Accountancy has played a key part here. Mr Rod Aldridge, managing director of its computing services subsidiary, explains that the institute linked together some 134 authorities to sponsor jointly the development of software to handle computerisation of the authorities' direct labour force activities.

This was forced on the authorities by the new local government legislation in 1980; there is clearly a belief that new legislation is now going through was drafted with the computer in mind.

The complex calculation and formulae built in can only be handled efficiently by computers.

Mr Aldridge's direct labour package was written by CMC and ICL and both packages are being used by more than 100 authorities. The CMC version with CIPFA's "seal of

## No single 'package' will fit all bills

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# Was Keynes a genius, or did he have Multiplan?

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Thing is, he had a point. In fact, he had quite a few points.

And all this was a while

ago when there was no such thing as Multiplan, from Microsoft.

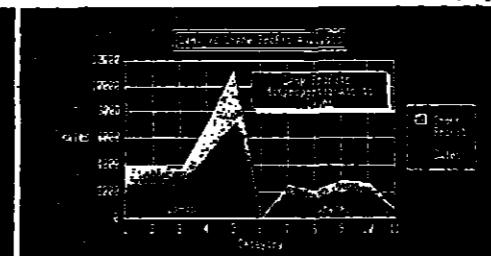
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